

MANUAL OF ACADEMIC PERSONNEL POLICIES

NORTH PARK UNIVERSITY

MAPP 2024

(Approved by the North Park University Faculty, April 29th, 2024)

(Approved by the North Park University Board of Trustees, May 3-4th, 2024)

TABLE OF CONTENTS
MANUAL OF ACADEMIC PERSONNEL POLICIES
NORTH PARK UNIVERSITY

**1 RELEVANT BOARD POLICIES, MISSION AND VISION, EDUCATIONAL IDEALS,
AND LEARNING OUTCOME CATEGORIES**

- 1.1 Board of Trustees Policies
- 1.2 Mission, Vision and Aspirations
- 1.3 Educational Ideals
- 1.4 Institutional Learning Outcomes

2 DEFINITION OF ACADEMIC PERSONNEL

- 2.1 The Faculty
- 2.2 Division Directors/Associate Deans
- 2.3 Academic Administrators
- 2.4 Adjunct, Affiliate, and Clinical Faculty
- 2.5 Visiting Faculty, Scholar, or Artist in Residence

3 DEFINITION OF FACULTY ACADEMIC TITLES

- 3.1 Tenured Faculty
- 3.2 Tenure-Track
- 3.3 Professional Faculty
- 3.4 Emeritus Status

4 POLICIES ON RECRUITMENT, APPOINTMENT, AND PROBATIONARY PERIOD

- 4.1 Equal Employment Opportunity
- 4.2 Recruitment Procedures
 - 4.2.1 Position Proposal and Appointment of Search Committee
 - 4.2.2 Notice of Vacancy
 - 4.2.3 Formal Application
 - 4.2.4 Review of Application and Campus Interviews
- 4.3 Appointment of Tenure-Track or Professional Faculty
 - 4.3.1 Experience Equivalents
- 4.4 Appointment of Adjunct Faculty
- 4.5 Special Appointment
- 4.6 Essential Qualification and Credentials
 - 4.6.1 Essential Qualifications for Full-Time Faculty Appointments
 - 4.6.2 Essential Credentials for Full-Time Faculty Appointments
- 4.7 Criteria for Rank of Full-Time Faculty Appointments
 - 4.7.1 Instructor
 - 4.7.2 Assistant Professor
 - 4.7.3 Associate Professor
 - 4.7.4 Professor
- 4.8 Faculty Review Process

- 4.8.1 Probationary Review Process
- 4.8.2 One-, Two-, and Three-Year Tenure-Track Probationary Appointments
- 4.8.3 Developmental One-Year Appointments
- 4.8.4 Factors Considered in Reappointment Recommendations of Tenure-Track Faculty
- 4.8.5 Length of Probationary Period
- 4.8.6 Non-Reappointment of Tenure-Track Faculty
- 4.9 Professional Faculty Review Process
- 4.9.1 One-, Two-, Three-, and Five-Year Professional Faculty Appointments
- 4.9.2 Factors Considered in Reappointment Recommendations of Professional Faculty
- 4.10 Definitions of Select Criteria Used in Faculty Evaluations and Determinations of Rank, Promotion, and Tenure.
- 4.10.1 Teaching Competence
 - 4.10.1.1 Instructional Delivery Skills
 - 4.10.1.2 Instructional Design Skills
 - 4.10.1.3 Content Expertise
 - 4.10.1.4 Course Management
- 4.10.2 Scholarship and Attainment in the Profession
 - 4.10.2.1 Types of Scholarship
 - 4.10.2.2 Types of Attainment in the Profession
- 4.10.3 Responsible Participation in Institutional Activities
- 4.11 Documents and Records
 - 4.11.1 Personnel File
 - 4.11.2 Additional Materials Considered in Promotion Reviews
 - 4.11.3 Evaluation File
 - 4.11.4 Access to File

5 TENURE AND PROMOTION

- 5.1 Tenure Review and Conferral
 - 5.1.1 Extensions of the Probationary Period
 - 5.1.2 Effective Date
 - 5.1.3 Timetable for Tenure Review
- 5.2 Faculty Promotion
 - 5.2.1 Eligibility for Promotion and Initiation of Process
 - 5.2.2 Timetable for Evaluation of Faculty for Promotion
- 5.3 Procedures for Tenure Evaluation and Promotion Review
 - 5.3.1 Portfolio
 - 5.3.2 Essays
 - 5.3.3 Evaluations
 - 5.3.4 Additional Materials Considered in Promotion Reviews
 - 5.3.5 Faculty Personnel Committee Report
 - 5.3.6 Meeting with Candidate
 - 5.3.7 Provost's Recommendation
 - 5.3.8 President's Recommendation
 - 5.3.9 Board of Trustees's Decision
- 5.4 Procedure for Evaluation of Tenured Faculty

6 APPEALS RELATED TO DENIAL OF TENURE OR PROMOTION

6.1 Denial of Tenure

6.1.1 Request for Review

6.1.2 Faculty appeals and Sanctions Committee Review

6.1.3 Action by the President

6.1.4 Appeal to the Board of Trustees

6.1.5 No Effect on Terminal Contracts

6.2 Denial of Promotion

6.2.1 Requests and Petitions for Reconsideration

6.2.2 Appeals to the President

7 POLICIES AND PROCEDURES RELATED TO SEVERANCE

7.1 Termination of Appointments

7.2 Notice and Severance

7.3 Financial Exigency

7.4 Discontinuance of Program, Department or School Not Mandated by Financial Exigency

7.5 Death of a Faculty Member

7.6 Dismissal Due to Disability

7.7 Dismissal for Adequate Cause

7.7.1 Proffer of Charges

7.7.2 Determining Whether Charges Are Sustained

7.7.3 Suspension or Reassignment of Faculty Member

7.7.4 Pre-hearing Procedures

7.7.5 Procedures During Hearing

7.7.6 Deliberations and Decision by the Faculty Appeals and Sanctions Committee

7.7.7 Decision by President and Board of Trustees

7.7.8 Publicity

7.7.9 Faculty Appeals and Sanctions Committee Operations

8 SANCTIONS OTHER THAN DISMISSAL

8.1 Major Sanctions, Other Than Dismissal, of Tenured Faculty or of Full-Time Tenure-Track or Professional Faculty

8.2 Minor Sanctions of Tenured Faculty or of Full-Time Tenure-Track or Professional Faculty

8.3 Sanctions of Academic Administrators, Temporary Faculty, and Part-Time Non-Tenured Faculty

9 ACADEMIC PERSONNEL DUTIES AND RESPONSIBILITIES

9.1 Professional Ethics

9.2 Workload

9.2.1 Teaching Load

9.2.2 Student Advising

9.3 Instructional Materials

9.4 Student Evaluations

9.5 Service to the Institution

9.6 Availability and Engagement Hours

9.7 Research

9.8 Outside Employment and/or Business Interests

9.8.1 Policy on Accepting Honoraria

10 FACULTY RIGHTS AND PRIVILEGES

10.1 Academic Freedom

10.2 Freedom from Harassment

10.3 Sabbatical

10.3.1 Eligibility and Criteria for Sabbatical

10.3.2 Stipend

10.3.3 Application Policies and Procedures

10.3.4 Obligations of Sabbatical Recipients

10.4 Special Leave of Absence

10.4.1 Special Leave to Teach at an Affiliated Program

10.5 Public Service

10.6 Faculty Development

10.6.1 Professional Meetings

10.6.2 Individual Development Program

10.7 Grievance Process

10.7.1 For Matters For Which No Other Specific Appeal Process Is Provided in MAPP

11 REVISION PROCESS FOR ACADEMIC PERSONNEL POLICIES

APPENDICES

A. Selected Board of Trustees' Standing Policies

B. Board of Trustees Multicultural Vision Statement

C. Guidelines and Procedures for Faculty and Administrative Appointments

D. Adjunct Faculty Job Description

MANUAL OF ACADEMIC PERSONNEL POLICIES (MAPP)

NORTH PARK UNIVERSITY

North Park University is currently comprised of the College of Arts & Sciences, four Schools (Business and Nonprofit Management, Education, Nursing and Health Sciences, and Professional Studies) and the North Park Theological Seminary. This Manual of Academic Personnel Policies (MAPP) contains the Board approved policies which provide guidance to administration and faculty for governance of personnel matters. The personnel policies outlined below apply to the College and the Schools but not the Seminary. The most current approved version of MAPP supersedes all prior versions. Neither this nor prior versions of MAPP creates vested rights; MAPP is subject to amendment at any time by the Board of Trustees following consultation with the administration and university faculty as described in Section 11. All references in this document to “MAPP” are to the most current version of MAPP.

Additional employment policies not discussed in MAPP are provided in the North Park University Handbook.

1 RELEVANT BOARD POLICIES, MISSION AND VISION, EDUCATIONAL IDEALS, AND LEARNING OBJECTIVES

1.1 Board of Trustees Policies

The North Park University personnel policies are grounded in our mission and educational values and are meant to promote student success in achieving North Park’s learning objectives. (see Section 1.4) The personnel policies are consistent with the Board of Trustees’ policies. Of particular relevance are (1) the relationship with the Evangelical Covenant Church (ECC) including mission and mutual support, personnel selection and development, and academic freedom and accountability; and (2) terms of employment, including compensation and evaluation, equal opportunity, and tenure and personnel contracts (See Appendix A for relevant Board of Trustees Standing Policies).

North Park University seeks to appoint the most qualified and competent persons available who are in harmony with the mission and vision of the university and its educational ideals and learning objectives. All full-time faculty members are expected to be committed Christians both in faith and action. The rationale of Board Policy I.B, Church Relationship/Personnel Selection and Development (see Appendix A) is explanatory:

The staff and faculty of North Park constitute the University’s most precious organizational resource. In a “non-confessional” Christian academic community, the careful selection and development of personnel provides the best assurance of accomplishing the University’s stated mission. North Park’s mission and vision as a Covenant institution in the broad evangelical and pietist Christian tradition requires a conscious balancing of the Christian perspectives in the faculty and staff who are the “bearers” of the tradition. At the same time, inclusion of Christian faculty and staff

beyond this tradition as well as from diverse racial and ethnic backgrounds creates a campus ethos energized by the insights and experience of the whole body of Christ.

Wherever possible, part-time faculty should reflect the same hiring criteria as full-time faculty. Faculty are recruited from a diversity of Christian denominations, but at least a sizable minority of the university's full-time faculty positions should be held by members of the ECC. The university seeks to make clear the character, core concerns, and theological distinctiveness of the Covenant in the hiring process for its entire faculty (both full- and part-time). All faculty members are expected to be fully supportive of the educational and spiritual mission of the university.

1.2 Mission, Vision and Aspirations

The mission of North Park University, as the University of the Evangelical Covenant Church, is to prepare students for lives of significance and service through education in the liberal arts, professional studies, and theology. Building on our core institutional identity—Christian, city-centered, intercultural—our vision is to create a university of uncommon character and enduring excellence, where faith, learning, and service meet. North Park University will be distinguished as the nation's leading city-centered Christian university during the coming decade and beyond. The University's learning community is differentiated by adopting the city as both subject and place of learning as a foundation for academic excellence. Within this framework, the University educates students from diverse backgrounds, cultures, and prior academic experiences, practicing Christian hospitality with students of all faith traditions while centering in the Affirmations of the Evangelical Covenant Church. The University will be known through its graduates who are equipped in their respective careers to advance the vitality of the world's people and their cities, prepared to cross cultures, and formed in Christian community for leadership and service in the church and the world.

1.3 Educational Ideals

Within our distinctive learning community, where Christian faith, learning, and service meet, students at North Park University experience an education that:

- Is rooted in and committed to the Christian faith and its sacred text, the Bible;
- Engages Chicago as a dynamic context for learning and service;
- Embraces all people and celebrates the richness of cultural difference;
- Affirms learning in all its forms—in the classroom and beyond—as a gift, a joy, and a sacred obligation;
- Encourages dialogue as a means of learning where open inquiry, integrity, and civility guide our life together;
- Seeks to form and transform the whole student (intellectually, socially and spiritually) to their individual capacity;
- Values each student for who he or she is and will become.

1.4 Institutional Learning Outcomes

In accordance with the stated mission of North Park, we intend the entire student experience, including both curricular and co-curricular activities, to achieve the following learning outcomes. These are stated with the understanding that learning outcomes can only be developed in a content-rich environment, and that academic outcomes are best formed as students attempt to enter into the community of scholars in a variety of disciplines. A list of learning outcomes is an inadequate way to convey the whole of a person's formal education, let alone the whole of one's life. The arrangement of the learning outcomes as presented here is not to suggest a hierarchical or sequential relationship.

- Christian Frame: Articulate the Christian message as rooted in the sacred text of the Bible;
- Ethical Reasoning: Apply ethical principles in decision making and civic responsibility;
- Critical Thinking and Problem Solving: Apply critical thinking and argumentation to contemporary problems;
- Quantitative Reasoning: Draw conclusions through application of quantitative reasoning to analysis of complex quantitative information;
- Well-being: Demonstrate an understanding of the multi-faceted nature of wellness and its impact on individuals and communities;
- Information Literacy: Employ appropriate information sources, systems, and networks in knowledge acquisition and creation;
- Communication: Communicate effectively in public, organizational, and interpersonal settings.

2 DEFINITION OF ACADEMIC PERSONNEL

Academic personnel of North Park University consist of the Faculty, Academic Administrators and other temporary or part-time personnel whose primary function while in service at the university consists of instruction, research, or public service relating to higher education, and certain former faculty as identified below.

The Faculty and Academic Administrators constitute the North Park Faculty and are entitled to participate in meetings of the North Park Faculty and to vote on matters of relevance to academic personnel.

2.1 The Faculty

The Faculty is comprised of academic personnel who hold appointments as Tenured, Tenure-Track (sometimes referred to as "probationary"), or Professional faculty in the College or the Schools. The Faculty's primary responsibility is teaching. Members of the Faculty hold the rank of professor, associate professor, assistant professor, or instructor. Members of the Faculty carry a full load of academic assignments, although under special circumstances, a member of the

Faculty may enter into an agreement with the university to carry only a proportional load (“Proportional Faculty”)¹.

Members of the Faculty have rights and responsibilities as specified in their appointments and the most current version of MAPP. Members of the Faculty serve on the Senate, Faculty Personnel Committee, the Faculty Appeals and Sanctions Committee, and other standing or ad hoc committees established by the North Park Faculty. Members of the Faculty have full voting and participation rights in all meetings of the North Park Faculty.

Members of the Faculty are selected pursuant to the search and appointment process described in Section 4.

2.2 Division Directors/Associate Deans

Division Directors/Associate Deans are chosen by closed-ballot election of the majority of the voting, full-time members of the disciplinary faculty.² The Provost may choose not to approve the appointment of the elected candidate in which case the Provost will consult with the division faculty to reach agreement. If agreement cannot be reached, the case is reviewed by the President (in consultation with both the division faculty and the Provost) whose decision is final.

2.3 Academic Administrators

Academic Administrators have as their primary responsibility administration in support of academic programs. They are not eligible for tenure in their administrative position and have no contractual rights under MAPP.

Academic Administrators do not hold rank as administrators. However, if an Academic Administrator is assigned a teaching load in addition to administrative responsibilities, the Provost may assign the Academic Administrator the status of instructor, assistant professor, associate professor or professor. That status confers no rights.

Members of the Faculty who accept appointment as Academic Administrators retain whatever rank and rights of tenure in the faculty position earned prior to the administrative appointment but are not eligible for promotion while serving as Academic Administrators and have no tenure in the administrative post.

¹ Under exceptional circumstances, upon recommendation of the appropriate dean, Tenured or Tenure-Track Faculty may be appointed to proportional status with appropriate reductions in salary and benefits. Initial appointment may not be proportional. A Proportional Faculty member may seek a single extension of the probationary period to permit the faculty member to qualify for tenure. The length of any extension will be determined by the Provost in consultation with the appropriate dean, and, when proportional status is at least in part due to reasons covered by the Family Medical Leave Act, the Director of Human Resources, but shall in no case exceed three years. Proportional loads for teaching and expectations for institutional service, advising, and research are negotiated annually in consultation with the appropriate Dean. Proportional faculty members are expected to attend meetings of the full Faculty, departments, and schools or divisions, and to hold committee membership.

² Disciplinary faculty refers to faculty members in a specific professional school (e.g., Nursing and Health Sciences or Education) and faculty members in the Arts and Sciences whose departments are grouped in “divisions” (e.g., Division of Science or Division of the Humanities and Social Sciences).

The President, Provost, University Dean, and Deans are Academic Administrators. The President is appointed by the Board of Trustees. The Provost is appointed by the President. All other Academic Administrators are appointed by the Provost, subject to approval by the President. Division Directors/Associate Deans (DDAD) are Faculty members who are serving a term as an Academic Administrator. Division Directors are elected by faculty with approval by the Provost. Occasionally, the Provost may consider other personnel, with primary responsibility in academic administration, for designation as Academic Administrators.

The appointment of any academic administrator, or administrator whose role is significantly involved in the academic and/or curricular program of the university, shall be done in consultation with the faculty and other relevant stakeholders through a search committee. The President and/or Provost will facilitate the development of a search committee in consultation with the Provost and/or relevant Dean(s). The search committee should, whenever possible, reflect the cultural and gender diversity of the broader university community. The Faculty Senate shall put forth a slate of candidates in consultation with the schools and colleges; the President and/or Provost shall select from that list of faculty representatives for the search committee. The President and/or Provost is responsible for final approval of these search committees.

Titles of Academic Administrators may change at any time based on the needs of the university. Changes are ordinarily instituted after consultation with the Faculty.

Academic Administrators have full voting and participation rights and responsibility in all faculty meetings, but they may not serve on faculty standing committees or the Faculty Senate. DDADs, and the Library Director with a faculty contract are eligible to serve on faculty standing committees or the Faculty Senate even if they do not have a full-time teaching load. DDADs will not sit on the Appeals and Sanctions committee, however.

In the absence of a separate, written employment contract for a specific term with the university, appointments of Academic Administrators may be terminated at the discretion of the university with or without notice.

2.4 Adjunct, Affiliate, and Clinical Faculty

Adjunct Faculty are part-time faculty members who teach less than a full load and whose responsibilities are limited to the courses they teach. Clinical Faculty are part-time faculty who supervise students in clinical settings. Adjunct and Clinical Faculty have no voting rights on matters of interest to the North Park Faculty and are not eligible to participate in meetings and other activities of the North Park Faculty.

On recommendation of the appropriate Dean to the Provost, Adjunct Faculty and Clinical Faculty who are employed for three years or more and who receive consistent positive evaluations from the department Chairperson, Division Director and Dean, may be appointed as Affiliate Faculty. Affiliate Faculty are eligible for an enhanced stipend if approved by the Provost and if financial resources allow. As valued members of the academic community,

Affiliate Faculty also may be invited to attend Faculty meetings (non-voting), retreats, and other activities, as determined by the appropriate Dean, but shall have no voting rights and may not sit on any Faculty committees. (See Job Description in Appendix D.)

Adjunct, Affiliate, and Clinical Faculty do not hold rank and their rights under MAPP are limited to use of the grievance procedure discussed in Section 10.

2.5 Visiting Faculty, Scholar, or Artist in Residence

The title of “visiting” may be assigned at the discretion of the Provost to those individuals who, because of specialized expertise, are appointed for short-term teaching or scholarly activities, generally for no more than one academic year. These individuals will teach or engage in research, creative activities, or public service. Visiting Faculty members may be employed by another institution of higher education or a corporation or retired from a corporation.

Visiting Faculty are assigned rank by the Provost based on the rank criteria listed in Section 4. Compensation for Visiting Faculty is not guaranteed and is subject to availability of funds. Visiting Faculty may be invited to participate in activities of the North Park Faculty but have no voting rights and may not serve on committees.

On occasion, a Visiting Faculty member may later be hired in either a tenure-track or professional position. Time served as a Visiting Faculty member shall not count toward fulfillment of the probationary period leading to tenure or a more extended professional faculty appointment.

3 DEFINITION OF FACULTY ACADEMIC TITLES

3.1 Tenured Faculty

Upon successful completion of a probationary period and the approval of the Board of Trustees, full-time, Tenure-Track Faculty may be granted tenure. Tenure is viewed by the university as an important means to assure: (a) freedom of teaching and research and freedom of activity outside the classroom (see Section 10.1); and (b) a sufficient degree of economic security to make teaching at North Park attractive to persons of ability. Freedom and economic security are viewed as indispensable to the success of the institution in fulfilling its mission.

A faculty appointment with tenure is not an unconditional promise of continuous permanent employment. However, the service of Tenured Faculty should be terminated only for the reasons, and utilizing the procedures, described in Section 7.

3.2 Tenure-Track Faculty

Tenure-Track Faculty are full-time Faculty who are working towards tenure but are still in a probationary period. The probationary period is ordinarily six years in length before a formal tenure review is scheduled.

Tenure-Track Faculty work under a series of appointments. Generally, appointments of Tenure-Track Faculty are renewed if they are performing well, and their continued employment is consistent with the long-term needs of the university. While the university is under no obligation to renew the appointments of Tenure-Track Faculty, failure to renew is subject to the grievance procedure described in Section 10.

During the term of an appointment, Tenure-Track Faculty should be terminated only for the reasons, and utilizing the procedures, described in Section 7.

A member of the Tenure-Track Faculty who is not successful in tenure review customarily is offered a one-year terminal appointment. (Section 6.1.5)

3.3 Professional Faculty

Professional Faculty are full-time Faculty who are Christian in faith and action and are of high accomplishment within their professional fields, often achieved outside traditional academia. They bring to the university's programs knowledge, skills, and perspectives that may be unavailable within the Tenure-Track or Tenured Faculty, especially in applied disciplines. Professional Faculty also allow the requisite staffing of a full-time faculty while preserving a necessary and helpful level of flexibility in how full-time faculty positions are allocated across the various academic units. Professional Faculty are also appointed to meet temporary school or department needs and to meet Faculty needs in academic program areas where long-term stable enrollment is uncertain.

Professional Faculty positions may be designated for any part of the university's academic program but generally will be more widely assigned in the applied disciplines, including the Schools of Business and Nonprofit Management, Education, Music, Art, and Theatre, Nursing, and Professional Studies. The Provost is responsible to monitor the distribution and relative balance of approved Tenure-Track and Professional Faculty positions in the College and the Schools and Library to assure the presence of a highly qualified, stable faculty for each academic program. In the Schools as a whole, the percentage of Professional Faculty will range from 30-45%. In the College of Arts and Sciences the percentage of Professional Faculty will range from 0-10%. Faculty in the Library are not included in these calculations. The Library faculty serves the entire university and the percentages of professional faculty in the library will range from 20%-40%.

It is institutional policy that individual Schools and the Library will not generally have a percentage of Professional Faculty above 50% but it is understood that there may be appropriate educational reasons why an individual program should exceed this percentage. Each year the Provost will issue to the Faculty Senate and President a written report that will present the percentages of Professional Faculty in each program.

Professional Faculty work under a series of contracts. Generally, contracts of Professional Faculty are renewed if they are performing well, and their continued employment is consistent with the short and long-term needs of the university. However, the university is under no obligation to renew the contracts of Professional Faculty. Transfers from Professional Track to

Tenure-Track are under the advisement of the Provost Office, in consultation with the appropriate Dean.

3.4 Emeritus Status

Faculty members who have at least 10 years of service at North Park University and who retire while holding Faculty appointment may be granted emeritus status by the Board of Trustees upon recommendation of the Provost and President.

A recommendation for emeritus status originates with the retired Faculty member's Dean, and is based upon the retiree's contributions to teaching, scholarship, and service to the university during his or her tenure as a Faculty member at North Park. The recommendation is submitted to the Provost, who will, in turn, make a recommendation to the President. If the Provost or the President does not recommend emeritus status, the originating administrator shall be notified. Emeritus status at North Park is entirely honorary and carries no obligation on the university's part to provide any kind of support, such as an office, use of facilities, or remuneration.

4 POLICIES ON RECRUITMENT, APPOINTMENT, AND PROBATIONARY PERIOD

North Park's philosophy on recruitment, appointment, and probationary period of full-time Academic Personnel is based on Board of Trustees' standing policies (see Section 1.1 and Appendix A). The university strives to recruit and retain the best qualified Faculty and other Academic Personnel within its means and to that end, uses a high level of care in recruiting and hiring all full-time Faculty (whether Tenure-Track or Professional) and other full-time Academic Personnel. In particular, all full-time Faculty appointments should be part of a well-conceived staffing plan. However, the university retains flexibility to address emergent needs (e.g., as a result of last-minute resignations) to ensure that the needs of its students are met at all times. This includes retention of Adjunct Faculty and streamlining the recruiting process as needed but consistent with Board of Trustees' policies.

4.1 Equal Employment Opportunity

It is the policy of North Park University to appoint the most qualified faculty. The university does not and will not discriminate on the basis of race, national origin, sex, age, disability, marital status, or status as a disabled veteran or Vietnam-era veteran, or any other basis prohibited by law. Accordingly, North Park reserves the right to hire and promote individuals who demonstrate a commitment to Christian faith and to Christian higher education, in order to form a university centered in the Evangelical Covenant Church but encompassing the diversity of the full body of Christ. To implement this policy most effectively, searches are to be guided by the approved statements on mission, vision, core values, and educational ideals, North Park University Board of Trustees Multicultural Vision Statement (see Appendix B), and the Guidelines and Procedures for Faculty and Administrative Appointments (see Appendix C).

4.2 Recruitment Procedures

4.2.1 Position Proposal and Appointment of Search Committee

Request for all new or replacement Faculty positions must be made in writing by the appropriate Dean to the Provost. The Dean's request must include clear justification for the position including:

- Proposed position title and description including teaching load and any administrative load.
- Summary of current positions in the department or program and explanation of how the proposed position might change responsibilities.
- Narrative description of how the position would meet curriculum needs and serve program balance.
- Presentation of current or projected student enrollments that the position would serve.
- Five-year history of the percentage of course sections and course credits taught by full-time and adjunct faculty.
- Full cost of the proposed position (see appendix C).

The Provost will review proposals with the President. If the request is approved, the appropriate Dean will facilitate the development of a search committee in consultation with the affected academic program. The search committee should, whenever possible, reflect the cultural and gender diversity of the university. The Provost is responsible for final approval of all search committees. In the Schools, the Dean in consultation with the Provost shall determine the chair of each committee. In the College of Arts and Sciences, the Division Director/Associate Dean (or her or his designee) will serve as chair of the search committee and the Dean of the College of Arts and Sciences shall serve as an ex-officio member. The University Dean or designee should also be a member.

4.2.2 Notice of Vacancy

Announcements of full-time Faculty and Academic Administrator vacancies are to be given conspicuous circulation nationally, regionally, and locally. The goal in every search is a diverse and highly qualified applicant pool, with special effort to attract individuals from diverse demographic groups who may be under-represented in the Faculty or administration.

Based on a template prepared by the Provost's Office, the chair of the search committee will prepare a notice of vacancy that should include the following: title, preferred rank, position description, effective date of appointment, anticipated dates for recruitment and selection, deadline for application/nominations, minimum and desired academic/professional credentials, and identification of the university as a comprehensive university with a core identity which is Christian, city-centered, and intercultural that seeks to hire faculty who can relate these ideals to their disciplines and vocations as teachers. The notice of vacancy is reviewed and approved by the Provost and the Director of Human Resources.

4.2.3 Formal Application

Formal application for a full-time Faculty position is made by submission of a completed faculty application form on file in the office of the Provost. Included in the form is a statement on institutional history and philosophy to which each applicant is asked to respond. References are contacted and a file is developed for each applicant. If the applicant has compiled a placement file, a copy of the file is requested. Applicants with whom the university wishes to conduct further explorations are furnished materials describing the university. Applicants are asked to complete three essay questions addressing their Christian faith, educational philosophy, and commitment to the university's mission, identity and aspiration. The files of candidates are maintained by the search committee and upon completion of the search all files are presented to the office of the Provost. Additional information can be found in Appendix C.

4.2.4 Review of Applications and Campus Interviews

The search committee reviews all applications to determine finalists to invite to campus. Finalists are presented to the appropriate Dean for recommendation to the Provost. Only candidates approved by the Provost are invited to campus for a full interview. It is recommended that the group invited to campus should include at least one person of color, and in departments where women are under-represented, one woman, or in departments where men are under-represented, one man. The campus interview includes meetings with the search committee, an appropriate classroom or public presentation, individual interviews with the appropriate Dean, University Dean, representative from University Ministries, the Provost and President. Other interviews may be appropriate depending on the responsibilities of the position and will be determined by the Provost. Additional information can be found in Appendix C.

4.3 Appointment of Tenure-Track or Professional Faculty

A recommendation to the Provost for appointment of a Faculty member originates with the appropriate Dean. The appointment is made by the Provost, subject to the approval of the President. The terms of the proposed appointment, including the salary, rank and whether the appointment would be as Tenure-Track or Professional Faculty, are stated in writing in an offer letter from the Provost, with copies to the President, the appropriate Dean, and the Director of Human Resources. Upon written acceptance of the offer and completion of any conditions contained in the offer, the Provost sends a letter of appointment to the new Faculty member documenting the terms of employment, subject to the MAPP, and establishing a starting date for employment, with a copy to the Director of Human Resources. Orientation meetings following the new Faculty member's employment starting date will include disclosure of the then-effective substantive standards and procedures employed in decisions affecting renewal and tenure. Notwithstanding such disclosure, the university retains the right to modify its policies in accordance with the MAPP at all times.

4.3.1 Experience Equivalents

Teaching experience at the elementary or secondary levels is recognized only to the extent that such teaching contributes to the competence and effectiveness of the teacher at the higher

education level in the specific field of appointment. Such experience is evaluated at the rate of not more than a half-year of teaching for every full year of experience. Evaluation of such experience is made at the time of initial appointment and shall in no case exceed two years of equivalency for purposes of rank and promotion at Associate Professor and five years for purposes of rank and promotion at Professor. The minimum degree and minimum experience requirements must be in the field of the teaching appointment. If relevant to the appointment, other kinds of professional experience may be recognized as prior teaching experience on approximately the same basis of calculation.

4.4 Appointment of Adjunct Faculty

The Provost approves appointment of all Adjunct Faculty members after a recommendation to hire from the appropriate Dean. Adjunct appointments are per course, by quad or semester. Letters of appointment, issued by the Provost, are always conditional. They may be modified or withdrawn, or the appointment terminated, due to under-enrollment in the assigned course, for other program management reasons, or any other reason deemed appropriate by the applicable Dean or the Provost. A description of the Adjunct's responsibilities is found in Appendix D, and Adjunct Hiring Guidelines are found in Appendix E.

4.5 Special Appointment

The President may appoint a person of unique or pre-eminent academic qualifications or reputation to a position of Tenured, Tenure-Track, Professional, or other non-Tenure-Track Faculty in any status without regard to the foregoing procedure. The President shall consult with the Provost and the appropriate Dean before making such an appointment.

4.6 Qualifications and Credentials

4.6.1 Essential Qualifications for Full-Time Faculty Appointment

Candidates for initial appointment, tenure, and promotion must meet the specific qualifications for the applicable rank, as reflected in Section 4.7. However, in addition to those specific requirements, the following criteria are essential qualifications for initial appointment.

1. Be a person of exemplary character, integrity, and self-control.
2. Support the mission, vision and aspirations of the university. (see Section 1)
3. Be actively involved in discovering how the assumptions and implications of the Christian faith are related to his or her disciplines.
4. Be a "committed Christian in faith and action" (see Sections 1.1 and 4.1).

4.6.2 Essential Credentials for Full-Time Faculty Appointment

The following criteria adhere to the faculty credential requirements as specified by the Higher Learning Commission and the Illinois Board of Higher Education. To be a member of the faculty or teach courses for college credit at North Park University, at least one of the following criteria must be satisfied:

1. Possess an academic degree one level above the level at which they teach, except in programs for terminal degrees or when equivalent experience is established. In terminal degree programs, faculty members possess the same level of degree.
2. Have licensures or other credentials, generally recognized as appropriate to the field in which they teach, that document their qualifications to teach students at the required academic level. This applies in cases in which an instructor does not have a terminal degree in the field they are teaching.
3. Be faculty with an advanced degree above the level at which they teach, but if teaching in another field, have completed at least 18 graduate level credit hours of instruction in the field where they teach. Such faculty will be qualified to teach campus undergraduate offerings, and at off-site, dual enrollment, etc. enrollment programs such as College Credit Plus.

The exceptions described below should only be allowed in extraordinary cases and must adhere to the faculty credential exceptions specified by the Higher Learning Commission and IBHE. The Faculty must either:

1. Have completed all requirements for the terminal degree with the exception of the dissertation (ABD). This exception applies to instructors teaching undergraduate classes for a maximum of two years, after which time the faculty member must have completed the terminal degree. Faculty who have not completed the requirements for the Doctoral degree within the two-year window, but have a Master's degree, may continue to teach courses for which this credential suffices.
2. Or, have unique, tested experience and expertise that uniquely qualifies the individual in their discipline. In most such cases, this applies to faculty members who do not possess the terminal degree. Documentation must be provided that the individual possesses unique, tested qualifications appropriate to the field in which the course is being offered.

In the highly unusual circumstance that a faculty member is hired without traditional academic preparation, the Provost's written preapproval of the candidate's alternative qualifications is required. The Provost or designee will resolve questions or disputes regarding a faculty member's academic credentials. (Also, see Section 4.5).

4.7 Criteria for Rank of Full-Time Faculty Appointments

In addition to the Essential Qualifications and Credentials (4.6.1, 4.6.2), appointment to a Faculty position (whether initially, or through promotion) is based on the following minimum criteria, which must be met upon the effective date of the appointment. Exceptions to these criteria may be made only by the President, on recommendation of the Provost.

4.7.1 Instructor³

- a. Earned Master's Degree.
- b. Demonstrated capability for effective teaching.

4.7.2 Assistant Professor

- a. Earned Master's Degree (for Professional Faculty) or earned doctorate⁴ / approved terminal degree⁵ (for Tenure-Track Faculty).
- b. Demonstrated capability for effective teaching.
- c. Evidence of scholarship or promise of attainment in the profession.
- d. Participation in professional activities.

4.7.3 Associate Professor

- a. Earned Master's Degree (for Professional Faculty) or earned doctorate / approved terminal degree (for Tenure-Track Faculty).
- b. Completed six years of teaching experience in higher education. Up to two years of professional experience outside of higher education may be credited for rank and promotion. (See criteria in Section 4.3.1) For initial Professional Faculty appointments only, ten years significant experience in the relevant professional field may be substituted.
- c. Demonstrated capability for effective teaching.
- d. Record of scholarship or attainment in the profession since hire.
- e. Evidence of participation in professional societies.
- f. Evidence of active participation in institutional activities (e.g., faculty and department meetings, faculty professional development, standing committees and task forces, and commencements and convocations).

4.7.4 Professor

- a. Earned doctorate or approved terminal degree.
- b. Completed ten years of teaching in higher education. Up to five years of professional experience may be credited for rank and promotion.

³ Since attainment of the doctorate or appropriate terminal degree (see 4.7) is a precondition for tenure (see 5.2), instructors are only eligible for Professional Faculty appointments. Faculty appointments for those who hold terminal master's degrees shall be made by the Provost on recommendation of the appropriate Dean. When a master's degree is considered a terminal degree, individuals should be assigned a rank of assistant professor or above.

⁴ A candidate in the final stages of completing a doctorate (e.g., completing the dissertation) may be appointed to assistant professor rank with a clear understanding of the timeline for defense of the dissertation and notification to the Provost's office of completion of the degree. This is to be negotiated with the Provost and the Faculty member, in consultation with the appropriate Dean, at the time of appointment. If the degree is not awarded within the negotiated timeline, the appointment may, at the discretion of the university, be terminated.

⁵ At this time, the master's level terminal degrees recognized by North Park University are the Master of Fine Arts, Master of Library and Information Science and a Master degree in the field of athletic training. Recognition of any other terminal degree must be approved by the Provost after a case is made by the appropriate Dean. The criteria for recognition of a terminal degree will consider departmental/school norms, professional standards within the discipline, and evidence of recognition of the terminal degree by other comparable institutions/programs. Recognition of the terminal degree must be made in writing by the Provost as part of the initial appointment.

- c. Consistently high level of teaching effectiveness.
- d. Record of active leadership and responsible participation in institutional activities (e.g., faculty and department meetings, faculty professional development, standing committees and task forces, commencements and convocations).
- e. Record of scholarship, or professional attainment since last promotion.
- f. Meaningful contribution to professional societies.

4.8 Probationary Review Process for Tenure-Track Faculty

4.8.1 One-, Two-, and Three-Year Tenure-Track Probationary Appointments

Full-time Tenure-Track Faculty appointments are generally tendered in the following sequence:

1. A one-year appointment (year one). Prior to March 1 of the first academic year, the appropriate Dean or Division Director/Associate Dean will hold a conference with the Faculty member to review his / her written evaluation of the Faculty member's performance in the first semester, to communicate whether a two-year appointment will be recommended, and if so, to set goals toward tenure and promotion. The basis for evaluation shall include at least one classroom observation by the appropriate Dean or designee. If the Dean or Division Director/Associate Dean does not recommend a two-year appointment, reasons should be cited in the conference and written evaluation.

The recommendation for or against a two-year appointment is reviewed by the Provost. The Provost's decision should be made and communicated to the Faculty member by March 15th. The Provost's decision is final.

2. A two-year appointment (years two and three). In years two and three, the Faculty member works towards goals established during the first-year conference. Prior to March 1 of the third academic year, the appropriate Dean or Division Director/Associate Dean will hold a conference with the Faculty member to review his /her written evaluation of the Faculty member's performance in year two and the fall semester of year three, and to communicate whether a three-year appointment will be recommended. The basis for evaluation shall include at least one classroom observation in year two and a classroom observation in year three by the appropriate Dean or designee.

If a three-year appointment is recommended, the evaluation and conference should include a review and possible revision of goals toward tenure and promotion. If the Dean or Division Director/Associate Dean does not recommend a three-year appointment, reasons should be cited in the conference and written evaluation. The recommendation for or against a three-year appointment is reviewed by the Provost. The Provost's decision should be made and communicated to the Faculty member by March 15th of year three. The Provost's decision is final.

3. A three-year appointment (years four through six). In years four and five, the Faculty member continues to work toward goals established in the third-year review including development of his / her portfolio. In his or her fifth year, each Probationary Faculty

member is expected to arrange a classroom observation by at least one Faculty member within the Probationary Faculty Member's school or department and one Faculty member outside of the school or department.

In the event that faculty come with service credit toward promotion, tenure, or promotion and tenure, the Provost will set out a schedule of contract reviews for a candidate based on service credit at the time of initial appointment. This schedule will contain at least one contract review prior to the faculty member going up for tenure but optimally two contract reviews will be included.

4.8.2 Developmental One-Year Appointments

In the event of a less than satisfactory review in the Faculty member's third academic year at North Park, the Provost has the discretion of making a one-year appointment. The one-year appointment would include a development plan to address areas of concern. Satisfactory completion of all aspects of the development plan may result in the award of a three-year appointment at the discretion of the Provost. The Provost's decision will be communicated to the Faculty member by March 15.

4.8.3 Factors Considered in Reappointment Recommendations of Tenure-Track Faculty

In determining whether to recommend a two or three-year appointment, the Dean or Division Director/Associate Dean shall evaluate evidence of:

1. the Faculty member's continued qualifications for full-time Faculty appointments (see Section 4.6);
2. the Faculty member's potential long-term contributions to the department/school and university (in consultation with the Provost);
3. progress in portfolio development (see Section 5.1 and ePortfolio link);
4. the present and long-term needs in the department/school and university; and
5. the effectiveness of teaching.

4.8.4 Length of Probationary Period

Beginning with the appointment as Tenure-Track Faculty, the probationary period preceding tenure may not exceed seven years, unless extended as provided in Section 5.1.1 This period of time may include full-time teaching at other institutions of higher education or its equivalent, provided that an agreement to count such service has been made by the university in writing at the time of the initial appointment. Normally at least a two-year probationary period must be completed at North Park University before tenure is granted (this includes faculty members who are returning after previous experience at North Park University). Under exceptional circumstances, the university may grant tenure at the time of appointment to a faculty member holding tenure at another institution.

4.8.5 Non-Reappointment of Tenure-Track Faculty

The university reserves the right to recruit and retain the best-qualified Faculty within its means. Until tenure has been attained, both the Faculty member and the university are in a probationary period with no obligation on the part of either party to renew an appointment upon its expiration. University Faculty personnel policies preserve the distinction between probation and tenure. Nevertheless, the university seeks to maintain conditions of fairness and academic freedom for probationary as well as Professional and Tenured appointments. Thus, the protections enjoyed by Tenured Faculty are extended to probationary Faculty during the term of each appointment. See Section 7. Non-renewal of Tenure-Track Faculty appointments is subject to the grievance procedure. See Section 10.

4.9 Professional Faculty Review Process

4.9.1 One-, Two-, Three- and Five-Year Professional Faculty Appointments

Professional Faculty members are appointed with an initial one-year appointment. The initial appointment may be followed by two-year, three-year and five-year appointments if performance meets expectations (as outlined below), the Professional Faculty member remains qualified as defined in Section 4.6, and there is a continuing need for the Professional Faculty member's services.

1. The one-year appointment (year one). Prior to March 1 of the first academic year, the appropriate Dean or Division Director/Associate Dean will hold a conference with the Professional Faculty member to review his / her written evaluation of the Faculty member's performance in the first semester, to communicate whether a two-year appointment will be recommended, and if so, to set goals for the following two years. The basis for evaluation shall include at least one classroom observation by the appropriate Dean or designee. If the Dean or Division Director/Associate Dean does not recommend a two-year appointment, reasons should be cited in the conference and written evaluation.

The recommendation for or against a two-year appointment is reviewed by the Provost. The Provost's decision should be made and communicated to the Faculty member by March 15th. The Provost's decision is final.

2. The two-year appointment (years two and three). In years two and three, the Professional Faculty member works towards goals established during the first-year conference. Prior to March 1 of the third academic year, the appropriate Dean or Division Director/Associate Dean will hold a conference with the Professional Faculty member to review his /her written evaluation of the Faculty member's performance in year two and the fall semester of year three, and to communicate whether a three-year appointment will be recommended. The basis for evaluation shall include at least one classroom observation in year two and a classroom observation in year three by the appropriate Dean or designee.

If a three-year appointment is recommended, the evaluation and conference should include a review and possible revision of goals previously set. If the Dean or Division Director/Associate Dean does not recommend a three-year appointment, reasons should be cited in the conference and written evaluation. The recommendation for or against a three-year appointment is reviewed by the Provost. The Provost's decision should be made and communicated to the Faculty member by March 15th of year three. The Provost's decision is final.

3. The three-year appointment (years four through six). In years four through six, the Professional Faculty member works towards goals established during the third-year conference. Prior to March 1 of the fifth academic year, the appropriate Dean or Division Director/Associate Dean will hold a conference with the Professional Faculty member to review his / her written evaluation of the Faculty member's performance during the term of the appointment and to communicate whether a five-year appointment will be recommended. The basis for evaluation shall include classroom observations in years four and five by the appropriate Dean or designee.

If a five-year appointment is recommended, the evaluation and conference should include a review of expectations for the coming appointment. If the Dean or Division Director/Associate Dean does not recommend a five-year appointment, reasons should be cited in the conference and written evaluation. The recommendation for or against a five-year appointment is reviewed by the Provost. The Provost's decision should be made and communicated to the Faculty member by March 15th of year five. The Provost's decision is final.

4. Five-year appointments. During the fourth year of a five-year appointment, no later than March 1, the appropriate Dean or Division Director/Associate Dean will hold a conference with the Professional Faculty member to review his / her written evaluation of the Faculty member's performance during the term of the appointment and to communicate whether renewal of the five-year appointment will be recommended. The evaluation shall be based on the current year and preceding three years performance and, in addition to the general factors considered in reappointment (see Section 4.9.2), shall consider the Professional Faculty member's attainments (see Section 4.10.2) and participation in institutional activities (see Section 4.10.3).

If reappointment for another five-year term is recommended, the evaluation and conference should include a review of expectations for the coming appointment. If the Dean or Division Director/Associate Dean does not recommend reappointment, reasons should be cited in the conference and written evaluation. The recommendation for or against reappointment is reviewed by the Provost. The Provost's decision should be made and communicated to the Faculty member by March 15th of year four. The Provost's decision may be appealed to the President pursuant to the grievance procedure (See Section 10.3).

4.9.2 Factors Considered in Reappointment Recommendations of Professional Faculty

In determining whether to recommend reappointment, the Dean or Division Director/Associate Dean shall evaluate evidence of:

1. the Faculty member's continued qualifications for full-time Faculty appointments (see Section 4.6);
2. the Faculty member's potential long-term contributions to the department/school and university (in consultation with the Provost);
3. the present and long-term needs in the department/school and university;
4. and the effectiveness of teaching.

4.10 Definitions of Select Criteria Used in Faculty Evaluations and Determinations of Rank, Promotion, and Tenure

4.10.1 Teaching Competence

North Park is committed to holistic evaluation of teaching, including feedback from peers, students, department chairs, division directors/associate deans, deans, and alumni, as appropriate. Evaluators, including students, will be asked to address the following categories of teaching competence: (1) instructional delivery skills; (2) instructional design skills; (3) content expertise; and (4) course management.⁶ Evidence shall be presented by the Faculty member by way of an ePortfolio including: a current curriculum vita, classroom observation, peer input, student evaluations, and other materials deemed appropriate in demonstrating evidence of effective teaching.

4.10.1.1 Instructional Delivery Skills

Instructional delivery skills are defined as those interactive skills and characteristics which (a) make for clear communication of information, concepts, and attitudes, and (b) promote or facilitate learning by creating an appropriate and effective learning environment. Examples include:

1. Using class time effectively.
2. Using effective instructional techniques and tools (including lecture, discussion, audio/visuals, group activities, or technology).
3. Stimulating student interest and achievement.
4. Communicating enthusiasm for subject matter and teaching.
5. Creating an inclusive learning environment for all students, including a safe and respectful classroom climate, and inclusive course content and teaching materials.

⁶ Arreola, R.A. (2007). Developing a comprehensive faculty evaluation system (3rd Ed.). Bolton, MA: Anker Publishing.

4.10.1.2 Instructional Design Skills

Instructional Design Skills are defined as technical skills in (a) designing, sequencing, and presenting experiences that induce student learning, and (b) designing, developing, and implementing tools and procedures for assessing student learning outcomes. Examples include:

1. Developing learning outcomes appropriate for the specific discipline.
2. Preparing comprehensive syllabi to inform students of expectations and schedules. The syllabi should contain clearly stated learning outcomes that link to program/major outcomes and the university learning outcome categories.
3. Preparing assignments, handouts, exams, and/or activities to promote student interest, enhance learning, and align with stated learning outcomes.
4. Providing evidence of attention to active learning, writing, and critical thinking skills as appropriate.
5. Integrating technology as a tool for learning.
6. Implementing course objectives appropriately.
7. Demonstrating knowledge of, and effective implementation of, the assessment process.

4.10.1.3 Content Expertise

Content expertise is defined as the body of skills, competencies, and knowledge in a specific subject area in which the Faculty member has (a) received advanced education and/or training and/or (b) obtained significant experience. Examples include:

1. Demonstrating currency in knowledge of subject matter and methodologies of the discipline.
2. Demonstrating knowledge of course content that is relevant and thorough.
3. Increasing knowledge of discipline and/or pedagogy.
4. Exhibiting continuous growth as a teacher.
5. Demonstrating knowledge of other fields, especially those related to his or her own field.
6. Seeking to integrate Christian faith with the academic discipline in which he or she teaches.

4.10.1.4 Course Management

Course management is defined as the skills needed to (a) operate and (b) manage a course. Examples include:

1. Adhering to established university, discipline, and departmental policies and procedures.
2. Being available to students outside class.
3. Timely submitting course grades.
4. Timely grading examinations.
5. Maintaining published engagement hours.
6. Starting and finishing classes on time.
7. When cancellation, seeking coverage for classes of known absences.

4.10.2 Scholarship and Attainment in the Profession

Faculty members are expected to have an active, continuing commitment to scholarship and/or attainment in the profession through creative works or professional contributions. The university recognizes the broad spectrum of scholarship and attainment in the profession across the disciplines. Examples of scholarship and attainment in the professional field are determined by external standards in field recognized by the Department.

4.10.2.1 Types of Scholarship

The Carnegie foundation lists four categories of scholarship as appropriate for evaluation of faculty work.⁷ Faculty members are expected to identify scholarship in one or more of four categories:

- *Scholarship of Discovery* – the traditional concept of scholarship in the academy. The major question: “What is to be known, what is yet to be found?” These questions are also appropriate for the creative and performing arts.
- *Scholarship of Integration* – activities that attempt to interpret, draw together, and bring new insights to bear on original research or creative art forms. The major question: “What do the findings mean?”
- *Scholarship of Application* – sometimes referred to as the scholarship of engagement in which the work merges intellectual understanding to the application process. Major question: “How can knowledge responsibly apply to consequential problems?”
- *Scholarship of Teaching* – activities that include the discovery and use of new pedagogies, technologies and student learning assessment practices for instructional design.

4.10.2.2 Types of Attainment in the Profession

Faculty members are expected to remain engaged with professional associations and other external organizations related to their field of expertise or areas of interest. These activities may include: attendance and/or presentations at conferences, leadership in professional societies, planning and facilitating professional activities for colleagues in the field, work with accrediting bodies and consultations with community organizations. Faculty members in artistic fields are expected to create new works or regularly engage in performances demonstrating their creative talents. Examples of creative talents are determined by external standards in field recognized by the Department.

4.10.3 Responsible Participation in Institutional Activities

Faculty members are expected to demonstrate their good citizenship in the community by well-rounded patterns of actively, consistently, and conscientiously:

1. Participating in spiritual, social, and co-curricular activities of the campus.

⁷ The four types of scholarship are framed from Earnest Boyer’s book *Scholarship Reconsidered*, Boyer, E. (1997) *Scholarship Reconsidered: Priorities of the Professoriate*. New York: Jossey-Bass.

2. Participating in faculty professional development activities.
3. Advising students.
4. Participating in committee work.
5. Participating in departmental, division, college, school, and university faculty meetings and programs, as appropriate.
6. Serving as chairperson of committees, department, and division when called upon to do so.
7. Contributing to institutional growth through proposals of new programs and procedures.
8. Supporting other institutional activities and offices (e.g., admissions, university development, athletics, student development, university ministries).
9. Participating in religious and community affairs.

4.11 Documents and Records

4.11.1 Personnel File

A personnel file for each Faculty member is kept in the office of the Provost. This file contains the application form originally submitted, together with supporting documents, Faculty Certification of Credentials Form, a service record, summary of evaluations without identifying the source, copies of letters and memos to and from the faculty member that relate to the performance of responsibilities, and any other relevant documents including the summaries of contract reviews and Tenured Faculty reviews.

4.11.2 Evaluation File

A second file, also kept in the office of the Provost, contains documents collected by the Faculty Personnel Committee in the performance of its duties in evaluating Faculty members for promotion and tenure. This file could include relevant data provided by the candidate (that the candidate believes will be helpful for an adequate consideration of his or her circumstances), as well as prior evaluations of the candidate prepared for two-year and three-year contract reappointments, and for promotions, tenure review and previous actions of the Faculty Personnel Committee related to the candidate.

4.11.3 Access to File

Faculty personnel and evaluation files are confidential in nature. Upon written request, a Faculty member may inspect his or her personnel file and evaluation file with the exception of letters of reference and external peer review documents which are strictly confidential and not open to the subject of the file.

5 TENURE AND PROMOTION

5.1 Tenure Review and Conferral

Tenure is conferred by the Board of Trustees upon recommendation by the President after approval by the Provost. Fitness for tenure is determined through a review process involving

Faculty, department, Dean or Division Director/Associate Dean and the Faculty Personnel Committee, based on the criteria enumerated in Sections 4.6, 4.7, and 4.10 and taking into consideration evidence of the candidate's significant contributions to the department and total university program. When considering candidates recommended for tenure, the President and Provost will also assess the candidate in terms of his or her potential long-term benefit to the university and the present and long-range needs in the department and in the university. (In determining departmental needs, the Provost will consult the appropriate deans.)

Candidates for tenure are expected to be Christians in faith and action, to support the educational and spiritual mission of university (see Board of Trustees Standing Policies, Appendix A), and to be proficient in their field. Because North Park University is principally a pedagogical institution, faculty members are expected to develop expertise in instructional design and delivery. Thus, effectiveness of teaching will be among the most significant requirements for tenure. Faculty are expected to demonstrate meritorious teaching, meritorious achievement in either scholarship, professional attainment or service, and at least effective performance in the remaining area. All Faculty members are expected to present an ePortfolio to assist in the tenure review process. The ePortfolio should be updated each year following the general guidelines set by FPC.

5.1.1 Extensions of the Probationary Period

Ordinarily tenure is conferred after satisfactory completion of a probationary period not to exceed seven years, and Tenure-Track Faculty are reviewed for tenure in year six of the probationary period. Under special circumstances, the probationary period may be extended by a Developmental One-Year Appointment (see Section 4.8.1) or upon the request of the Faculty Member. Bases for requesting extensions to the probationary period include requests in accordance with the Family and Medical Leave Act Policy (see North Park Employee Handbook, section III A). A request for an extension must be submitted prior to the year in which the Faculty Member is to be reviewed for tenure, and the additional time granted may not exceed three years. The request for extension, and the length of the extension will be determined by the Provost in consultation with the Division Director/Associate Dean or Dean, and the Director of Human Resources (for FMLA related requests). Except as otherwise specified by the Provost, periods of approved leave of absence are not counted toward the probationary period.

5.1.2 Effective Date

In the case of positive recommendations for tenure and subsequent approval by the Board of Trustees during year six, tenure takes effect with the next contract period (i.e., August 15 at the beginning of year 7). If tenure is denied by the Board of Trustees, the Faculty member is awarded a one-year, terminal contract to take effect the next contract period (generally year 7). Notice should be given at least one year prior to expiration of the seven-year probationary period if the Faculty member is not to be continued in service after the expiration of that period. However, this notice period may be shortened if final determination of an appeal initiated by the Faculty member is not concluded until year 7. In that circumstance, the seventh year of service shall be considered the terminal contract year.

5.1.3 Timetable for Tenure Review

- April 15: A review for tenure is initiated by the Provost sending a list of names of those Faculty members to be reviewed for tenure to the Faculty Personnel Committee, i.e., all Tenure-Track Faculty who successfully completed the fifth-year review and previously deferred candidates as determined by the Provost.
- May 1: The Faculty Personnel Committee notifies Faculty members they are eligible for tenure review and notifies Faculty members of materials needed for review.
- August 31: Faculty ePortfolios, as described by FPC, are due to the Faculty Personnel Committee.
- March: Faculty Personnel Committee representative meets with Faculty member to present its recommendation. April 1: Faculty Personnel Committee makes recommendations to the Provost.
- May: President and Provost make recommendations for tenure to the Board of Trustees.

5.2 Faculty Promotion

Degree and experience requirements as set forth in Section 4.7, along with teaching effectiveness, are key requirements for promotion. Additionally, Faculty seeking promotion should be involved with professional societies, and must demonstrate exceptional performance in either service to the institution or scholarship/attainment in the profession, as specified in section 4.7 for the rank to which the faculty member aspires. Faculty seeking promotion to Full Professor should demonstrate, in addition to effective performance in all three areas, meritorious teaching and meritorious activity, in at least one of the other two categories.

5.2.1 Eligibility for Promotion and Initiation of Process

Promotion procedures are only initiated at the request of candidates eligible for promotion. Faculty members are responsible for monitoring their eligibility for promotion. The Office of the Provost will publish only the initial notice of eligibility, i.e., when a faculty member meets the minimum experience requirement for the next rank.

5.2.2 Timetable for Evaluation of Faculty for Promotion

- April 15: The Provost publishes a list of faculty members who, for the first time, meet the minimum years of service for promotion.
- May 1: Faculty members notify the Faculty Personnel Committee of their intention to apply for promotion.
- October 1: Faculty ePortfolios are due to the Faculty Personnel Committee.
- March: Faculty Personnel Committee representatives meet with the Faculty member to present the Committee's recommendation.
- April 1: The Faculty Personnel Committee makes promotion recommendations to the Provost.
- May: President and Provost make recommendations for promotion to the Board of Trustees.

5.3 Procedures for Tenure Evaluation and Promotion Review

The tenure evaluation and promotion review procedures are designed to assemble responsible professional judgments about the candidate and to avoid arbitrary evaluation. The process is also intended to provide the Faculty member with specific suggestions for further improvement of his or her performance and further development of his or her competence. To the degree possible, the tenure evaluation and promotion review processes are confidential.

5.3.1 Portfolio

The candidate assembles an ePortfolio of materials supporting the application for tenure or promotion. The Portfolio should include:

1. Curriculum Vitae;
2. Official file (original hire letter, previous contract reviews, previous FPC reports);
3. Reflections on the mission, values and identity of University;
4. Documentation of teaching expertise;
 - a. Narrative summary including philosophy of teaching and advising (2-3 pages);
 - b. Sample instructional materials/Teaching recognition;
 - c. Additional documentation;
5. Documentation of scholarship and/or professional attainment;
 - a. Narrative summary on scholarship (2-5 pages);
 - b. Definition of scholarship in candidate's field;
 - c. Additional documentation;
6. Documentation of service;
 - a. Narrative on service (1-2 pages);
 - b. Service to the University;
 - c. Service outside your contractual duties;
 - d. Additional documentation;
7. References.

5.3.2 Essays

Candidates for tenure or promotion are asked to write two essays reflecting on the Mission, Values, and Identity of NPU. The first is a self-assessment paper on North Park's Core Values (1-2 pages) addressing the candidate's support of the university's educational and spiritual mission and core identity as a Christian, City-centered, and Intercultural institution of higher education. The second will address faith and learning integration (1-2 pages). While the faith and learning integration essay may take various forms, it should describe how the candidate brings his or her Christian faith perspective to bear on scholarship and teaching. A candidate may consider telling the reader part of his or her personal story in this narrative.

5.3.3 Evaluations

The appropriate dean or Division Director/Associate Dean will evaluate each member of the Faculty being reviewed for tenure on proficiency in the field, teaching, scholarship or attainment in the profession, institutional service. The Faculty Personnel Committee also requests evaluations of each tenure or promotion candidate's competence, performance, and fit with the university's educational and spiritual mission, vision and aspirations from each of the following sources:

1. All full-time Faculty in a candidate's school or department (Tenure-Track, Tenured and Professional Faculty) as of May 1 of the preceding academic year;
2. Selected Tenure-Track, Tenured, and Professional Faculty outside the school or department of which the candidate is a member. The selection of these sources is made by the Faculty Personnel Committee based on a list of recommendations from the candidate. The recommended list should comprise individuals who are able to make informed comments about the candidate's teaching performance and who can knowledgably evaluate the candidate's scholarship, attainment in the profession and institutional service;
3. Selected professional references from outside the university as provided by the candidate;
4. The Dean or Division Director/Associate Dean in the school or division of which the candidate is a member;
5. Evaluative written comments from the committee chair or chairs on which the faculty member has served;
6. And Current and former students of the candidate.

5.3.4 Additional Materials Considered in Tenure and Promotion Reviews

When reviewing a candidate for tenure or promotion, the Faculty Personnel Committee may also consider relevant data provided by the candidate (that the candidate believes will be helpful for an adequate consideration of his or her circumstances), as well as prior evaluations of the candidate and previous actions of the Faculty Personnel Committee related to the candidate.

5.3.5 Faculty Personnel Committee Report

After duly considering the relevant data as described in sections 4.6, 4.11.2, 5.3.1, 5.3.2, 5.3.3, 5.3.4 the Faculty Personnel Committee prepares a Report and Recommendation comprising a written summary of the data received and a recommendation for action based on that data. The summary need not be comprehensive of all data reviewed.

5.3.6 Meeting with Candidate

It is the responsibility of the Faculty Personnel Committee to arrange for an in-depth consultation with each evaluated colleague, interpreting and explaining the committee's Report and Recommendation. This consultation should be timely so as to permit the evaluated colleague an opportunity to contest the recommendation according to the appeal procedures set forth in Section 6. The consultation may involve the department chairperson, the appropriate dean or

division director/associate dean, the chairperson of the Faculty Personnel Committee, or some other suitable person as determined by the Provost and the chair of the Faculty Personnel Committee. A copy of the Report and Recommendation should be presented to the candidate.

5.3.7 Provost's Recommendation

The Report and Recommendation of the Faculty Personnel Committee and, in the absence of a unanimous vote, a tally of the Committee's vote on the recommendation, is forwarded to the Provost. The entire record of proceedings, the Portfolio and evidence considered in establishing the recommendation of the Faculty Personnel Committee is forwarded to the Office of the Provost no later than April 1. For candidates where the Division Director/Associate Dean provided the recommendation for the School/College, the Dean of that School/College may also prepare his or her own written recommendation to the Provost. The Provost prepares a written recommendation which is submitted to the President. If the Provost's recommendation is at variance with the Faculty Personnel Committee's recommendation, there will be a meeting of the Provost and the Faculty Personnel Committee, during which such differences will be discussed.

The final responsibility for recommending promotion or tenure to the President rests with the Provost. The recommendation of the Provost is to be made no later than four weeks prior to the meeting of the Board of Trustees at which meeting the recommendation would be acted upon.

5.3.8 President's Recommendation

The President reviews the recommendation of the Provost. If the President concurs in a recommendation to grant tenure or promotion, it will be submitted to the Board of Trustees by the President. If the President decides not to submit to the Board a recommendation consistent with the recommendation of the Provost, the Faculty Personnel Committee, the Provost, and the candidate will be advised no later than one week prior to the meeting of the Board.

5.3.9 Board of Trustee's Decision

The final decision to grant tenure or promotion rests with the Board of Trustees. Once the Board receives the recommendation of the President and any accompanying materials, the Board will render its decision within six months.

5.4 Procedure for Evaluation of Tenured Faculty

Tenured Faculty should be evaluated by the appropriate Dean or Division Director/Associate Dean every fifth year. Deans who are also Tenured Faculty and retain teaching responsibilities should be evaluated in their instructional capacity by the Provost every fifth year. Each evaluation should cover the preceding four full years of service. The purpose of periodic evaluation of Tenured Faculty is to nurture the professional growth of the individual Faculty members. The evaluation takes the form of a report to be discussed with the reviewed Faculty member and submitted to the Provost. Criteria used in the evaluation of Tenured Faculty are explained in Section 4.10.

6 APPEALS RELATED TO DENIAL OF TENURE OR PROMOTION

6.1 Denial of Tenure

6.1.1 Request for Review

If, following action by the Faculty Personnel Committee, the candidate is not recommended for tenure, the faculty member may submit to the Provost and the chairperson of the Faculty Personnel Committee, within ten days of being informed of the adverse decision, a written request for a review. The request will state the grounds on which the candidate claims that the review procedure failed to give adequate consideration to the circumstances bearing on the decision.

The Provost and the Faculty Personnel Committee will meet to review the evidence of the appeal. The candidate has the option of presenting his or her case in person. At the conclusion of the meeting, the Provost and Committee will prepare a document stating the reasons that (1) support the recommendation to deny tenure or (2) suggest revision of the original recommendation.

If the Provost and the Faculty Personnel Committee agree that tenure should be denied, the candidate shall be informed of his or her right of appeal, within ten days, to the President (see section 6.1.3 below).

If the Provost and the Faculty Personnel Committee agree that tenure should be recommended, the Provost shall transmit the recommendation to the President for possible action by the Board of Trustees.

If, after meeting with the Faculty Personnel Committee, the Provost disagrees with a recommendation by the Committee to grant tenure, the candidate shall be informed of his or her right of appeal, within ten days, to the Faculty Appeals and Sanctions Committee.

6.1.2 Faculty Appeals and Sanctions Committee Review

On appeal of a recommendation against tenure, the Faculty Appeals and Sanctions Committee will review all documents bearing on the evaluation and may conduct a hearing if it decides that a formal hearing is warranted. The Faculty Appeals and Sanctions Committee will determine the course of the hearing and will have control of the proceedings. During the hearing, the Committee may seek further information from whatever source it deems appropriate.

The Faculty Appeals and Sanctions Committee reports its findings of fact and makes a recommendation on tenure. The Committee's report is transmitted to the Provost, the Faculty Personnel Committee, and the candidate.

If the Committee affirms denial of tenure, the decision shall be final with no further rights of appeal.

If the Faculty Appeals and Sanctions Committee's report conflicts with the Provost's recommendation, the report shall also be transmitted to the President. In that circumstance, the Provost may submit, in writing, the basis for his or her disagreement with the Committee recommendations, to the President, with a copy to the Faculty Appeals and Sanctions Committee, the Faculty Personnel Committee, and the candidate.

6.1.3 Action by the President

The President will decide whether to recommend tenure taking into consideration any written recommendations or submissions by the Faculty Appeals and Sanctions Committee, the Faculty Personnel Committee, the Provost, and the candidate. The President will notify the candidate, the Provost, and the Appeals and Sanctions Committee (if the Committee has been involved) of this decision at least twenty days before the next Board of Trustees meeting.

6.1.4 Appeal to the Board of Trustees

If the candidate is not satisfied with the President's decision, he or she may direct an appeal, within ten days, to the Board of Trustees. The written letter of appeal shall be directed to the Chair of the Board of Trustees, with copies to the President and Provost, and shall set forth the basis for the candidate's disagreement with the President's decision. The entire record relating to consideration of the candidate will be made available to the Academic Committee of the Board for its review. The Committee may also request other written or oral statements as they deem appropriate. For this review, the chair of the Board of Trustees will chair the Academic Committee. The decision of the Committee is final.

6.1.5 No Effect on Terminal Contracts

The appeals process in matters of tenure customarily will be concluded by the time of the Fall Board meeting following the academic year in which the Tenure-Track Faculty member was considered for tenure by the Faculty Personnel Committee. The processing of such an appeal in this time frame will not alter a Tenure-Track Faculty member's terminal contract with the university. If tenure is not recommended, and if an appeal of the tenure decision is not successful in favor of the Tenure-Track Faculty member, the academic year following the original decision by the Faculty Personnel Committee shall be the Tenure-Track Faculty member's final year of employment in a full-time Tenure-Track Faculty position in the university.

6.2 Denial of Promotion

6.2.1 Requests and Petitions for Reconsideration

If the Faculty Personnel Committee recommends denial of promotion, the candidate may request reconsideration by submitting, within ten days of the meeting at which the faculty member is notified of the Committee's decision, a written request to the Committee chair. The request shall state the reasons the candidate believes the Committee's decision is erroneous. If the Committee's response to the request is unsatisfactory to the candidate, he or she may petition the Provost within ten days.

The written petition to the Provost will set forth in detail the reasons supporting promotion and the bases for challenging the Faculty Personnel Committee's decision. The petition to the Provost will contain any factual or other data which the petitioner deems pertinent in her /his case.

Submission of a petition will not automatically entail investigation or detailed consideration. After consultation with the Faculty Personnel Committee, the Provost may seek to bring about a settlement of the issue satisfactory to all parties. The Provost will report her or his decision to the President, to the Faculty Personnel Committee, and to the candidate.

If the Provost's decision is consistent with the Faculty Personnel Committee's recommendation, the decision is final.

6.2.2 Appeals to the President

In matters involving promotion where the Faculty Personnel Committee has ruled favorably but the Provost has recommended in writing to the President that promotion be denied, the candidate may appeal to the President to review the matter within ten days of the Provost's recommendation. The content of the appeal shall be the same as the petition submitted to the Provost. The decision of the President will be communicated to the candidate, the Provost, and the Chair of the Faculty Personnel Committee and shall be final.

7 POLICIES AND PROCEDURES RELATING TO SEVERANCE

7.1 Termination of Appointments

The university may terminate the appointment of Tenured Faculty, or the appointment of full-time Tenure-Track or Professional Faculty prior to the end of a specified term, only for the following reasons:

1. Financial exigency
2. Discontinuance of a program, department or school
3. Death or disability of the faculty member
4. Adequate cause.

If the university declares a financial exigency or discontinues a program, department or school, it will provide notice and/or severance in lieu of notice, as specified in this section 7, to affected Tenured Faculty and affected full-time Tenure-Track or Professional Faculty serving an appointment for a specified term. Additionally, Tenured Faculty and full-time Tenure-Track or Professional Faculty shall be entitled to the other benefits and procedural safeguards specified in this Section 7.

Except as specified above, the university retains the right to terminate appointments of all Academic Personnel (e.g., temporary or non-tenured part-time faculty, Academic Administrators) at its discretion, without cause or notice, at any time. However, affected

Academic Personnel may utilize the applicable grievance process in section 10.7.2 to request reconsideration of the decision.

This Section 7 has no application to the non-renewal of appointments. Non-renewal is addressed in Section 4.

7.2 Notice and Severance

If, because of financial exigency or the discontinuance of a program, department or school, the appointment of Tenured Faculty is terminated or the appointment of full-time Tenure-Track or Professional Faculty is terminated prior to the end of its specified term, the university shall either give the Faculty member notice of termination according to the following schedule or terminate the Faculty member with less notice, but with severance salary as specified below. The periods of notice or severance salary will be calculated based on the date of notice of dismissal and dismissal effective date.

- a. Full-time first year Tenure-Track Faculty shall be notified three months prior to the expiration of the first year of probationary service or shall receive severance pay that is the equivalent of three months of annual (base) salary.
- b. Full-time Tenure-Track Faculty serving on a two-year appointment and Professional Faculty serving on a two- or three-year appointment shall be notified of appointment termination by December 15 of the current academic year or shall receive severance pay that is the equivalent of six months of annual (base) salary.
- c. Tenured Faculty, Tenure-Track Faculty serving in their fourth, fifth or sixth year, and Professional Faculty serving in a five-year appointment shall be notified of termination of employment by June 1 of the current year and will receive a one-year terminal appointment or receive severance pay that is the equivalent of twelve months of their annual (base) salary.

7.3 Financial Exigency

Termination of an appointment with Tenure, or of a full-time Tenure-Track or Professional appointment before the end of the specified term, may occur because of a bona fide financial exigency, e.g., financial crisis that threatens the survival of the institution as a whole and which cannot be alleviated by less drastic means.

- a. Prior to declaration of financial exigency, the President and Provost will meet with the Deans Council and the Faculty Senate to review feasible alternatives to the termination of appointments. The Deans Council may consult with a faculty elected financial exigency review taskforce. The final decision to declare a state of financial exigency rests with the Board of Trustees upon recommendation by the President.
- b. Once a state of financial exigency has been declared, a representative faculty body composed of the Deans and one additional elected member from each school or division, and a non-tenured Faculty member elected by the faculty at large, with the Provost serving as an ex officio non-voting member, shall make a recommendation to the Provost and President identifying the individuals whose appointments are to be terminated in

accordance with established criteria. The criteria to be used in determining which Faculty member(s) will be retained in departments with several members, in order of priority, shall be the following: (i) qualifications for meeting the needs of the continuing program; (ii) performance evaluations; (iii) the appropriateness of academic credentials; and (iv) seniority in the program.

- c. The President has final authority to terminate appointments due to financial exigency.
- d. In all cases of termination of full-time appointments because of financial exigency, the position of the Faculty member concerned will not be filled by a full-time replacement for a period of three years unless the released Faculty member has been offered reinstatement and a period of sixty days in which to accept or decline has elapsed. Reinstatement, if accepted, is without backpay.
- e. Nor shall any portion of the terminated Faculty member's position be staffed by Adjunct Faculty for a period of three years unless the part-time Adjunct position(s) has (have) first been offered to the terminated Faculty member and a period of sixty days in which to accept or decline has elapsed.
- f. Before terminating an appointment because of financial exigency, the President in consultation with the Provost will consider the Faculty member concerned for any suitable, vacant, position within the institution.
- g. Such terminations as may occur under a declaration of financial exigency are of an emergency nature. Financial exigency should not be generally or capriciously used to place entire departments under part- time contracts.

7.4 Discontinuance of Program, Department or School Not Mandated by Financial Exigency

Termination of an appointment with Tenure, or of a full-time Tenure-Track or Professional appointment before the end of the specified term may occur as a result of bona fide discontinuance of a program (e.g., academic major, professional sequence, licensure/certification program, specialty area of instruction), department, or school. The following standards and procedures will apply:

- a. The decision to discontinue a program, department, or school will be based upon educational considerations (e.g., institutional educational priorities in the context of limited resources, long-term patterns of student enrollment, institutional mission) as determined by the Provost in timely consultation with the Deans Council, the Faculty Senate, and the President.
- b. Before the administration issues notice to a Tenured Faculty member of its intention to terminate an appointment because of discontinuance of a program, department, or school, the university will make every reasonable effort to place the Tenured Faculty member concerned in another suitable, vacant position. If placement in another position would be facilitated by a period of training, not to exceed six months, financial and other support for such training will be proffered. If no position is available within the university, with or without retraining, the Tenured Faculty member's appointment may be terminated, but only with a notice of termination or severance in accord with the schedule in 7.2.
- c. A Tenured Faculty member may appeal to the Faculty Appeals and Sanctions Committee. The sole issue on appeal is whether the university has complied with the requirements of the preceding paragraph. On appeal, the Faculty Appeals and Sanctions Committee will

review all documents bearing on the issue and may conduct a hearing if it decides that a formal hearing is warranted. The Faculty Appeals and Sanctions Committee will determine the course of the hearing and will have control of the proceedings. During the hearing, the Committee may seek further information from whatever source it deems appropriate.

- d. The Faculty Appeals and Sanctions Committee reports its written findings of fact to the Provost and the Faculty member.
- e. If the Committee finds compliance with section 7.4.b, the decision shall be final with no further rights of appeal.
- f. If the Faculty Appeals and Sanctions Committee's finds non-compliance with section 7.4.b, its report shall also be transmitted to the President. In that circumstance, the Provost may submit, in writing, the basis for his or her disagreement with the Committee findings, to the President, with a copy to the Faculty Appeals and Sanctions Committee and the Faculty member.
- g. The President will consider all materials submitted to him or her and render a decision. The President's decision shall be final.

7.5 Death of a Faculty Member

Because Faculty appointments are contracts for personal services, all rights under the appointment terminate at the time of death.

7.6 Dismissal Due to Disability

Termination of an appointment with Tenure or of a full-time Tenure-Track or Professional appointment before the end of its specified term, due to disability, will be based upon clear and convincing medical evidence that the Faculty member cannot continue to fulfill the terms and conditions of the appointment.

- a. The termination inquiry will be initiated by the Provost, in consultation with the Director of Human Resources. The Faculty member concerned or someone representing the Faculty member will be informed of the basis of the proposed action and will be afforded an opportunity to present information concerning the Faculty member's condition and ability to fulfill the terms and conditions of the appointment, including any medical evidence deemed relevant by the Faculty member or his or her representative. Additionally, the Provost may require that the Faculty member provide a physician retained by the university with access to the Faculty member's medical records and to otherwise cooperate with the physician's assessment of the Faculty member's ability to fulfill the terms and conditions of the appointment.
- b. If the Faculty member so requests, the medical evidence will be reviewed by the Faculty Personnel Committee.
- c. The Provost shall make a recommendation to the President taking into account all the information, including any recommendation by the Faculty Personnel Committee.
- d. A final decision is made by the Board of Trustees on the recommendation of the President.

- e. No severance is paid on termination of an appointment for medical reasons. The Faculty member may be eligible to receive disability benefits.

7.7 Dismissal for Adequate Cause

Adequate cause for a dismissal of Tenured Faculty or the termination of a full-time Tenure-Track or Professional appointment before the end of its specified term will be related directly and substantially to the fitness of the Faculty member in his or her professional capacity as a teacher or researcher.

- a. Adequate cause for dismissal includes, but is not limited to: (i) demonstrated incompetence or dishonesty in teaching or research; (ii) significant and/or repeated neglect of duty; (iii) extended absences after exhaustion of approved leaves; (iv) personal conduct which substantially violates Board of Trustees' policies; and (v) personal conduct which impairs the individual's fulfillment of his or her institutional responsibilities and support of the educational and faith-based mission of North Park.
- b. Dismissal of a Faculty member for adequate cause is effective immediately upon the Board's final determination.
- c. A Faculty member dismissed for adequate cause is not eligible for any severance payment.

7.7.1 Proffer of Charges

The dismissal process is initiated by a statement of charges, framed with reasonable particularity, by the Provost or the Provost's delegate and delivered to the Faculty member, the Director of Human Resources, and the appropriate dean or division director. The statement of charges may be delivered electronically, and delivery is complete upon sending the charges to the Faculty member's university email account.

- a. In determining whether to proffer charges the Provost may review documentation of relevant events, including any major or minor sanctions, complaints of students, Faculty and/or other members of the community, and other appropriate annotated records. The Provost may also discuss the issues with the Faculty member, the appropriate dean or division director, and the Faculty Personnel Committee, and may consult with the President and the Director of Human Resources.
- b. The statement of charges shall be accompanied by a notice to the Faculty member that a hearing before the Faculty Appeals and Sanctions Committee (see below) may be requested.
- c. A written request for a hearing must be made to the Faculty Appeals and Sanctions Committee with a copy to the Provost within two weeks after delivery of the statement of charges. If a hearing is not timely requested, the charges shall be deemed sustained, and will be sent to the President for final action. See Section 7.7.7.

7.7.2 Determining Whether Charges Are Sustained

- a. If the Faculty member against whom charges have been proffered requests a hearing, the Faculty Appeals and Sanctions Committee shall promptly set a hearing date. In setting the hearing date the Committee should consider the complexity of the case and the difficulty of assembling relevant information. In the absence of unusual circumstances, the hearing date should be no later than 60 days but not less than 15 days after the date charges are proffered.
- b. If a hearing is requested, the Faculty Appeals and Sanctions Committee shall determine whether the charges are sustained based on the hearing record and any post hearing written submissions it requests from the Provost and the charged Faculty member.
- c. The University bears the burden of demonstrating, by a preponderance of the evidence in the record considered as a whole, that adequate cause for dismissal exists.

7.7.3 Suspension or Reassignment of Faculty Member

- a. The Faculty member may be suspended or assigned to other duties in lieu of suspension after charges are proffered and before a final determination is made. Suspension is warranted only if immediate harm to the Faculty member, other persons, or the university is threatened by the Faculty member's continued participation in campus life. The Provost shall determine whether suspension is warranted or whether reassignment would be prudent.
- b. Salary will be continued during the period of suspension in the absence of allegations of gross misconduct or delay caused by the charged Faculty member.
- c. If hearing has been requested, salary continuation terminates upon a determination by the Faculty Appeals and Sanctions Committee that the charges are sustained. If no hearing is requested, salary continuation terminates upon a determination by the President that the charges are sustained.

7.7.4 Pre-hearing Procedures

- a. The chair of the Faculty Appeals and Sanctions Committee, in consultation with the Provost or her or his designee, shall determine whether the hearing should be private or public.
- b. The chair of the Faculty Appeals and Sanctions Committee may hold joint pre-hearing meetings with the Provost and the charged Faculty member in order to (a) simplify the issues; (b) effect stipulations of facts; and (c) achieve such other appropriate pre-hearing objectives as will make the hearing fair, effective, and expeditious.
- c. The chair of the Faculty Appeals and Sanctions Committee shall set pre-hearing dates by which the Faculty member and the Provost will (a) exchange documentary information on which they will rely; (b) identify witnesses they will present; and (c) identify any attorney or other representative who will attend the hearing. Failure to identify a witness or exchange documentary information will preclude consideration of such testimony or information unless specially excused by the Faculty Appeals and Sanctions Committee for good cause shown by the proponent of the evidence.

- d. If needed, the chair of the Faculty Appeals and Sanctions Committee shall provide such assistance as possible to aid in securing the attendance of witnesses. The Faculty Appeals and Sanctions Committee may also identify and summon additional witnesses not identified by the parties, but whose presence it deems necessary. The Committee will endeavor to notify the parties, in advance of the hearing, of any such witnesses it intends to call.
- e. The chair of the Faculty Appeals and Sanctions Committee shall determine the most suitable method for recording the hearing (stenography, audio recording, video recording), taking into account the nature of the issues likely to be presented. The Committee chair shall notify the Faculty member and Provost of the method chosen sufficiently in advance of the hearing date to permit the Provost to make arrangements for the appropriate equipment and/or personnel. The university shall bear the costs of recording the hearing by the directed method.

7.7.5 Procedures During Hearing

- a. The Faculty Appeals and Sanctions Committee shall determine the order of proof and the process to be followed. The Provost will present the case for dismissal.
- b. In a hearing on charges of incompetence, at least two Faculty members in the same discipline as the charged Faculty member will be asked to give testimony. The Faculty witnesses may be from the university or other institutions of higher education but must be Professional Faculty of long standing or must be Tenured.
- c. The President, a designated representative and university counsel may be present.
- d. Attorneys or other representatives shall be limited to an advisory role, including responding to questions by the Faculty Appeals and Sanctions Committee concerning relevant law, legal principles, or the interpretation of the Manual of Academic Personnel Policies.
- e. Formal rules of evidence shall not apply, and testimony will not be taken under oath. The Faculty Appeals and Sanctions Committee will normally conduct the primary questioning of witnesses. The Committee Chair may assign initial responsibility for questioning particular witnesses to various Committee members but should permit a reasonable opportunity to all Committee members, the charged Faculty member, and the Provost, to pose questions. The Committee Chair shall exercise discretion to prevent unduly repetitive, irrelevant, or otherwise improper questions.
- f. All witnesses should appear in person in the absence of special circumstances, e.g., the inability of a witness to attend, or a witness' refusal to attend based on objectively reasonable concerns. If special circumstances exist, the Faculty Appeals and Sanctions Committee may allow introduction of written statements from witnesses, provided their identities were disclosed in advance of the hearing. These requirements do not apply to anonymous student evaluations, which may be considered whenever relevant to the issues before the Committee, without regard to the presence of the student.
- g. At the conclusion of the evidence, the Faculty Appeals and Sanctions Committee chair may, but need not, permit oral presentations by the charged Faculty member and the Provost, or by the charged Faculty member's counsel and university counsel. The Committee chair may also request written submissions from the parties if the chair believes such briefs would be helpful. If requested, the Committee chair shall prescribe

page limits for the submissions, may limit the submissions to particular issues, and will set a deadline for submission.

- h. Adjournments will be granted by the chair of the Faculty Appeals and Sanctions Committee only in unusual circumstances, when fairness requires.

7.7.6 Deliberations and Decision by the Faculty Appeals and Sanctions Committee

- a. The Faculty Appeals and Sanctions Committee chair will determine whether the record of the hearing will be transcribed. The Faculty Appeals and Sanctions Committee may proceed to decision promptly, without having the record of the hearing transcribed, when it feels that a just decision can be reached by this means. If the record is transcribed, a copy will be made available to the Provost, and, upon request but without charge, to the charged Faculty member.
- b. The Faculty Appeals and Sanctions Committee should deliberate and reach its decision in closed-door conference, whether or not the hearing has been public. The decision shall be made on the basis of the record of evidence and may take into account the oral and written arguments of the parties or counsel, if any.
- c. The decision shall include explicit findings with respect to each of the grounds for removal presented. The decision may, but need not, include a reasoned opinion.
- d. The decision of the Faculty Appeals and Sanctions Committee will be reported to the President, the Provost, and the charged Faculty member. If it concludes that adequate cause for dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.
- e. If the Provost disagrees with the decision or recommendation of the Faculty Appeals and Sanctions Committee, the Provost may submit to the President a written statement explaining the basis for disagreement, copying the Faculty Appeals and Sanctions Committee chair and the charged Faculty member.

7.7.7 Decision by President and Board of Trustees

- a. The President shall review all materials transmitted by the Provost or the Faculty Appeals and Sanctions Committee and may also review any transcript of the hearing that has been prepared, and in his discretion, may request clarification of any point from the charged Faculty member or the Provost. Based on his or her review, the President will make a determination. If the President concludes that dismissal or other severe sanction is warranted, he or she will submit a recommendation for action to the Board of Trustees and make available to the Board any written materials received from the Provost, the charged Faculty member, or the Faculty Appeals and Sanctions Committee.
- b. The Board of Trustees may adopt the recommendation of the President without further review or may elect to review the matter.
- c. A review by the Board of Trustees shall be made on the written materials submitted by the President, together with any supplemental written or oral argument the Board of Trustees requests.
- d. The Board of Trustees may adopt, modify, or reject the recommendation of the President following its review. Alternatively, the Board of Trustees may direct that the matter be returned to the Faculty Appeals and Sanctions Committee for further development of the

record in accordance with Section 7.7.5 and the processes set forth in Section 7.7.6 and this Section 7.7.7 will be repeated. The Board of Trustees' decision is final.

7.7.8 Publicity

Except for such simple announcements as may be required regarding the time of the hearing and similar procedural matters, public statements about the matter by anyone involved should be avoided. Announcement of the final decision shall be made through the President's office, if deemed appropriate.

7.7.9 Faculty Appeals and Sanctions Committee Operations

- a. The Faculty Appeals and Sanctions Committee consists of 15 Faculty members with Professor rank who are either Tenured Faculty or Professional Faculty with five-year appointments, and who are not concurrently serving on the Faculty Personnel Committee. The members are elected by the voting Faculty for three-year, rotational terms. Members shall be elected from both the College of Arts and Sciences and the Schools based on a roster of candidates selected by the then chair of the Faculty Appeals and Sanctions Committee. The choice of candidates for the Committee should be on the basis of their objectivity, competence, and personal standing in the North Park academic community.
- b. Elections occur at the final Faculty Meeting of the academic year.
- c. After the election of new members, the Faculty Appeals and Sanctions Committee shall elect a chair.
- d. In any hearing pursuant to Section 7.7.5, the chair may excuse any member for cause. Additionally, the charged Faculty member and the Provost may each excuse up to two members without cause.
- e. A quorum of nine members shall be necessary for the Faculty Appeals and Sanctions Committee to conduct business at a session. In the event that a quorum cannot be achieved due to the recusal of members pursuant to the preceding paragraph, the chair shall appoint such substitute members as necessary to establish a quorum.

8 SANCTIONS OTHER THAN DISMISSAL

8.1 Major Sanctions, Other Than Dismissal, of Tenured Faculty or of Full-Time Tenure-Track or Professional Faculty

If the Provost, in consultation with the appropriate Dean, believes that the conduct of a Tenured or full-time Tenure-Track or Professional Faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the Provost may institute a proceeding to impose such a severe sanction. The procedures outlined in Sections 7.7.1 through 7.7.6 relating to dismissals for cause shall apply. Upon receipt of reports from the Faculty Appeals and Sanctions Committee or the Provost, the President shall review all materials transmitted to him/her, may also review any transcript of the hearing that has been prepared, in his/her discretion, may request clarification of any point from the charged Faculty member or the Provost, and make a determination. The President's determination shall be final.

8.2 Minor Sanctions of Tenured Faculty or of Full-Time Tenure-Track or Professional Faculty

If the appropriate Dean, in consultation with the Provost, believes that the conduct of a Tenured or full-time Tenure-Track or Professional Faculty member justifies imposition of a minor sanction, such as a reprimand, required additional training, or other measures having no immediate economic effect on the Faculty member, the Dean shall provide written notification to the Faculty member of the basis of the proposed sanction, and shall provide him/her with an opportunity to respond to the proposed charges.

After considering the Faculty member's response, the Dean, in consultation with the Provost, will determine whether to impose the proposed minor sanction. If the Faculty member wishes to appeal the imposition of the sanction, he/she may request a review of the case by the Faculty Appeals and Sanctions Committee. The Faculty Appeals and Sanctions Committee will make a recommendation to the Provost, whose determination in the matter will then be final.

8.3 Sanctions of Academic Administrators, Temporary Faculty, and Part-Time Non-Tenured Faculty

Minor sanctions (i.e., any sanction without immediate economic effect on the individual) may be imposed on Academic Administrators, Temporary Faculty, and Part-Time Non-Tenured Faculty by the individual's immediate supervisor. Major sanctions (i.e., those that have an immediate economic effect) may be imposed by the individual's immediate supervisor, but only after consultation with the Director of Human Resources. The imposition of a sanction may be challenged using the applicable grievance process in Section 10.7.

9 ACADEMIC PERSONNEL DUTIES AND RESPONSIBILITIES

9.1 Professional Ethics

Academic freedom carries with it certain responsibilities. The AAUP Statement on Professional Ethics (1969) serves as one reminder of the variety of obligations, which are part of the integrity of the academic profession.

- 1. The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him or her. His or her primary responsibility to his or her subject is to seek and to state the truth as he or she sees it. To this end, he or she devotes his or her energies to developing and improving his or her scholarly competence. He or she accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. He or she practices intellectual honesty. Although he or she may follow subsidiary interests, these interests must never seriously hamper or compromise his or her freedom of inquiry.*
- 2. As a teacher, the professor encourages the free pursuit of learning in his or her students. He or she holds before them the best scholarly standards of his or her discipline. He or she demonstrates respect for the student as an individual and adheres to his or her proper role as intellectual guide and counselor. He or she makes every reasonable effort*

to foster honest academic conduct and to assure that his or her evaluation of students reflects their true merit. He or she respects the confidential nature of the relationship between professor and student. He or she avoids any exploitation of students for his or her private advantage and acknowledges significant assistance from them. He or she protects their academic freedom.

3. *As a colleague, the professor has obligations that derive from common membership in the community of scholars. He or she respects and defends the free inquiry of his or her associates. In the exchange of criticism and ideas, he or she shows due respect for the opinions of others. He or she acknowledges his or her academic debts and strives to be objective in his or her professional judgment of colleagues. He or she accepts his or her share of faculty responsibilities for the governance of his or her institution.*
4. *As a member of his or her institution, the professor seeks above all to be an effective teacher and scholar. Although he or she observes the stated regulations of the institution, he or she maintains his or her right to criticize and seek revision. He or she determines the amount and character of the work he or she does outside his or her institution with due regard to his or her paramount responsibilities within it. When considering the interruption or termination of his or her service, he or she recognizes the effect of his or her decision upon the program of the institution and gives due notice of his or her intentions. As a member of his or her community, the professor has the rights and obligations of any citizen. He or she measures the urgency of these obligations in the light of his or her responsibilities to his or her subject, to his or her students, to his or her profession, and to his or her institution. When he or she speaks or acts as a private person, he or she avoids creating the impression that he or she speaks or acts for his or her university. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.*

9.2 Workload Teaching Load

The typical instructional load for full-time Tenured, Tenure-Track and Professional Faculty is 24 semester hours per academic year.⁸ An overload may not exceed eight semester hours per academic year without the approval of the Provost. In the case of a university Faculty member having shared teaching with the Seminary, the Provost will determine fair and equitable loading for that teaching.

Based on a range of criteria appropriate to the specific discipline, the Provost, with the approval of the appropriate Dean and after consulting with the Faculty member, may assign up to four semester hours per academic year without overload compensation in order to preserve an equitable workload distribution across the Faculty as a whole. Such assignments may not affect more than ten percent of the full-time faculty in any academic year. Whatever is taught beyond a Faculty's 9- or 10-month contract requirement that is not summer school is considered overload.

⁸ The workload for graduate nursing is six, three semester hour courses.

9.2.2 Student Advising

All full-time Faculty members are expected to assume advising responsibilities for students in their major programs and undeclared students in support of the Student Administrative Services. Faculty members in each department serve as major advisors unless specifically notified. Student Administrative Services in consultation with the appropriate department chair or Dean makes exact assignments. Major advisors are responsible for (a) working with their advisees to ensure that all general education requirements are fulfilled; (b) advising students about major requirements; and (c) recommending advisees to the division or school for graduation. Students who have not declared majors will be distributed to Faculty without heavy major advising loads.

9.3 Instructional Materials

All Academic Personnel with instructional responsibilities are expected to develop and have on file with the applicable Dean or Division Director/Associate Dean copies of syllabi from all courses taught each semester. Additionally, Academic Personnel with instructional responsibilities must maintain a file of syllabi, samples of student work (with student permission to use), assignments, exams, and, especially, assessment data to provide longitudinal evidence of Faculty and student work.

9.4 Student Evaluations

Student evaluations are a critical tool in assessing an instructor's pedagogical skills and the student's classroom experience. Academic Personnel with instructional responsibilities will administer student evaluations in each scheduled offering.

- a. Courses will be evaluated using an online evaluation protocol.
- b. Academic Personnel with instructional responsibilities may inspect evaluations made by their own students at any time subsequent to the assignment of grades for the course in which the evaluations were made.
- c. The President, the Provost, the relevant school Dean or Division Director, the Department Chairperson and the Faculty Personnel Committee have access to student evaluation files consistent with the scope of their authority for purposes of fulfilling their official responsibilities. The President and Provost may permit access to other personnel to conduct an authorized review.

9.5 Service to the Institution

Members of the Faculty have a responsibility to serve the institution of which they are a part. Service comes in several forms.

- a. **Committee Work:** A full-time Faculty member is expected when called upon to serve on and contribute to one major committee of the North Park Faculty.
- b. **Administrative Work:** A full-time Faculty member may be asked to share in the administrative, planning, and decision-making activities of his or her Department and

School or Division. Academic Administrative Faculty and Academic Administrators with instructional responsibilities may be credited with workload allowances for administrative work depending on the size and administrative complexity of their specific unit. Other Faculty generally do not receive a workload allowance for administrative work.

- c. Participation in University and Community Life: A full-time Faculty member is expected to participate in the university and community life by attending Department, School, Division, or North Park Faculty meetings; maintaining committee memberships; and attending general Faculty retreats, baccalaureate services, commencements and convocations. In an effort to support the faith development of North Park students, Chapel attendance is encouraged. Each Faculty member possesses gifts, which he or she, as a member of the university community, is expected to share.

9.6 Availability and Engagement Hours

North Park University is an intellectual and spiritual community in which Academic Personnel are expected to participate fully. While professional responsibilities may require even full-time Faculty to be off-campus (e.g., nursing clinicals, student teacher visits, internship visits, etc.) at times, it is not possible for the community to reap the benefits of having a strong Faculty if Academic Personnel are only on campus during teaching and meeting times. Additionally, at North Park University the quality of personal student-faculty contacts is of the utmost importance. The frequency and nature of such contacts vary widely, of course, from instructor to instructor, but full-time Faculty should maintain schedules that ensure their visibility and participation in the life of the university. Additionally, all Academic Personnel with instructional responsibilities must take appropriate steps to invite and encourage such engagement.

Each full-time instructor shall maintain ten (10) engagement hours per week adequate to the needs of the students. Engagement hours can be fulfilled through the following:

- a. Instructor can opt to be available to students at designated office hours on campus. These hours will count in a 1:2 ratio; each hour spent in the office will equate two fulfilled engagement hours.
- b. Scheduled student appointments with instructor, set a time convenient for the student
- c. Email and virtual communication methods.
- d. Scheduled student collaboration, participating in campus activities (such as a student club advisor, coach, or co-curricular involvement), and various campus meetings or events not related to committee assignments.

Engagement hours shall consist of at least six (6) on-campus hours and up to four (4) off-campus hours, if you teach an online course, communicate by email, communicate by virtual methods, or other approved activity by Dean or Provost. The four off-campus hours are virtual, not time specific or written.

The six (6) off campus engagement time shall be completed for 3 days at a minimum of two hours per day. One hour of the 10 (10) engagement hour may be utilized for campus fitness center activities

Instructor must provide a way for students and University officials to contact them at the off-campus site during these office hours. While Instructors are expected to maintain a reasonable amount of electronic communication with students, Faculty should set clear parameters on when he/she is available to respond.

9.7 Research

Faculty research and publication at North Park University is seen as complementary to excellent teaching. The institution will assist full-time Faculty to be productive teacher-scholars in every way possible, including faculty development grants, faculty travel stipends, academic leave, and on occasion, reduced teaching load.

9.8 Outside Employment and/or Business Interests

When Faculty accept full-time employment at North Park University, the institution assumes the primary claim on employment time for the length of the Faculty member's appointment. Professional consulting and outside creative activities (e.g., directing a church choir) by Faculty can enhance the student learning experience and enhance the professional development of Faculty members. However, if outside employment or interests interfere with a Faculty member's duties and responsibilities to the university, he or she must limit or terminate such activities as the university requests.

Outside employment should be reported annually to the appropriate Dean. Work outside North Park University that exceeds one day per week, on average, must have prior written approval of the appropriate Dean and the Provost. Approval will be granted when the external work is undertaken for purposes of meeting licensure and/or certification requirements in professional fields (e.g., nursing) but is otherwise at the discretion of the Provost.

9.8.1 Policy on Accepting Honoraria

An honorarium received for speaking, preaching, or consulting off-campus is subject to the following rules:

- a. If North Park has incurred travel or other costs relating to the engagement and if the honorarium received is less than the actual costs incurred, then the honorarium should be directed to North Park and credited to the account to which any costs have been charged, unless other arrangements have been approved by the Provost.
- b. If the honorarium is more than the actual costs incurred by North Park, then only as much of the honorarium as is required to cover the actual costs shall be directed to North Park.
- c. If North Park has incurred no costs in connection with the engagement, the entire amount of the honorarium is retained by the Faculty member.

10 FACULTY RIGHTS AND PRIVILEGES

10.1 Academic Freedom

North Park University is firmly committed to the traditions of academic freedom and seeks to maintain conditions that are conducive to open inquiry for all academic personnel. Academic freedom is understood in several ways. For the scholar, it means the full opportunity to follow the course of research and inquiry wherever it leads. For the teacher, it means the opportunity to determine the content and methodology of instruction. For the student, it means the opportunity to learn through questioning and evaluation of evidence.

The university agrees with the 1940 Statement of Principles on Academic Freedom and Tenure of the AAUP, which states in part:

Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights. (a) The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution. (b) The teacher is entitled to freedom in the classroom in discussing his or her subject, but he or she should be careful not to introduce into his or her teaching controversial matter, that has no relation to his or her subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of appointment. (c) The university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he or she speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but his or her special position in the community imposes special obligations. As a person of learning and educational officer, he or she should remember that the public may judge his or her profession and his or her institution by his or her utterances. Hence, he or she should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he or she is not an institutional spokesperson.

In further clarification of the university's position, the following statement on academic freedom was adopted by the General Faculty and the Board of Trustees in 1956.

Inasmuch as North Park University is a denominational school, it functions in the same tradition of freedom within the Scriptural faith as the Covenant at large. This means that its faculty members are expected to be committed Christians in faith and action.

Inasmuch as North Park is a school dedicated to this mature ideal of freedom, it encourages every teacher to investigate, to draw conclusions, and to communicate his or her findings. It is understood that in sharing his or her conclusions, the teacher will act judiciously and responsibly toward his or her students and toward the larger Christian community.

10.2 Freedom from Harassment

North Park is committed to providing and maintaining a welcoming environment and will not tolerate the harassment or intimidation of students, faculty, or staff by any person in any form. The institution will take prompt and appropriate action when complaints of harassment are registered, including appropriate disciplinary action up to dismissal, if the complaint is substantiated and such discipline is deemed necessary. See Appendix C of the North Park University Employee Handbook for a detailed description of North Park's harassment policy and complaint procedure.

10.3 Sabbatical

Sabbatical is release granted a Faculty member for the purpose of encouraging sustained engagement in academic research, performance, or other activities that promote scholarly development and capacity for service to the university.

10.3.1 Eligibility and Criteria for Sabbatical

Tenured faculty who have completed six years of full-time service are eligible to apply for sabbatical leave. Professional faculty who hold a five-year appointment and who have completed six years of full-time service are also eligible. Service at a prior institution does not count toward the six-year requirement.

To be eligible for subsequent sabbaticals, Tenured Faculty and Professional Faculty with five-year appointments must complete an additional six years of full-time teaching at North Park, with the service interval beginning in the fall semester following the previous sabbatical.

Sabbatical shall not be considered automatic; it will be awarded on the merits of the proposal presented and depending on the staffing requirements of the university. Proposals should demonstrate how the planned sabbatical activities are mutually beneficial to the Faculty member for his or her professional development, and to the university, for advancing its educational mission, vision and aspirations. Approval of sabbaticals is subject to the financial ability of the university to support this benefit. Evaluated through the Faculty Development Committee, the Provost annually recommends the number of sabbaticals available in a given year, for approval by the President.

10.3.2 Stipend

Sabbatical leaves generally are for one semester at full salary and benefits. In exceptional cases, Faculty members may propose a full year sabbatical at two-thirds salary and benefits. Because

sabbatical release is granted to encourage sustained engagement in scholarly research and productivity, a Faculty member is temporarily relieved of all service to the university, including teaching, committee, and administrative obligations. A Faculty member is expected not to engage in remunerated employment during the period of sabbatical leave; however, Faculty on full- year leaves may contract with another institution for up to one-third of a full-time position.

10.3.3 Application Policies and Procedures

Application for a sabbatical must be made in writing using the form on file in the Office of the Provost. The application includes a detailed description of the planned activities and an evaluation of the benefits that will be produced. The application also requires recommendation from the applicable Dean indicating a satisfactory arrangement for covering the instructional activities of the Faculty member during the period of leave. The completed application must be presented to the Provost's Office by October 1 of the academic year prior to the academic year of the proposed leave. The Faculty Development Committee reviews and recommends applications for sabbatical to the Provost. The Provost sends recommendations to the President regarding approval of sabbatical applications. Sabbatical is granted by the Board of Trustees upon recommendation of the President.

10.3.4 Obligations of Sabbatical Recipients

Unless other arrangements are mutually agreed upon, Faculty members have an obligation to return for further service of at least one year following a sabbatical. Faculty who fail to return, without the mutual agreement of the university, will be obligated to pay back to the university the stipends received.

The precise terms of the sabbatical should be in writing and should be given to the Faculty member prior to the commencement of the leave.

A brief written report to the Provost, for referral to the Board of Trustees, summarizing the accomplishments of the recipient during sabbatical is required by March 31 for fall sabbaticals or August 31 for spring or full year sabbaticals. The report form is on file in the Office of the Provost. The Faculty member is also expected to make a public presentation about his/her sabbatical work.

10.4 Special Leave of Absence

In addition to sabbatical leave, a special leave of absence, without salary, may be granted if such leave is considered to be in the best interests of the institution. Such special leaves of absence do not count as time of service, but do not otherwise affect the terms of eligibility for sabbatical leave. The application procedure is the same as for sabbatical leave. Explanations of other leave benefits (e.g., family leave, military leave) appear in section III of the North Park University Employee Handbook.

10.4.1 Special Leave to Teach at an Affiliate Program

Any faculty member who is invited to teach at a program affiliated with North Park which will necessitate the faculty member to be off campus for a significant period of time (such as SVF or other program) must be approved to do so by the Provost in advance of accepting the invitation. The purpose of this process is to assure that the Provost has the opportunity to discuss the ramifications of the faculty member's absence with the appropriate Dean and/or Associate Dean, and Department Chairperson. The financial impact will also be taken into consideration.

10.5 Public Service

Involvement in community activities is encouraged. In exceptional cases workload allowance may be made for service to community agencies, churches, or professional societies. Such an arrangement is negotiated by a Faculty member with the appropriate Dean subject to the approval of the Provost.

10.6 Faculty Development

10.6.1 Professional Meetings

The university expects and supports Faculty attendance and participation in meetings of professional organizations. Each full-time Faculty member will submit a plan for annual professional development by September 1st to the appropriate Dean. The plan may include a request for funding.

10.6.2 Individual Development Program

Full-time Faculty are encouraged to submit Individual Development Plans to the Faculty Development Committee for possible funding of academic projects related to long-term professional growth. Specifically, the plans should focus on one of the following projects:

- a. Improvement of an existing course, development of a new course, improvement of pedagogical skills or any other abilities necessary to fulfill appointment responsibilities.
- b. Scholarly research or any other similar project, with an emphasis on publication, exhibition, or performance.

Proposed Individual Development Plans will be periodically assessed by the Faculty Development Committee. The Committee will recommend to the Provost whether to approve a proposed Plan. The Provost's decision will be final.

10.7 Grievance Process

10.7.1 For Matters For Which No Other Specific Appeal Process Is Provided In MAPP

In matters relating to decisions affecting Academic Personnel such as non-renewal of appointments, teaching loads, minor sanctions, or sanctions and dismissal of temporary or part-time faculty, the following reconsideration process will apply:

- a. The aggrieved individual will address her or his request for reconsideration to the most immediate supervisor not involved in the request, who will seek to bring about a satisfactory settlement through informal discussion.
- b. If settlement is not reached, the aggrieved individual will address her or his request for reconsideration to the next ranking administrator, in writing, stating the nature of the concern and against whom the concern is directed. The petition shall contain any factual or other data that the aggrieved individual deems pertinent. If the temporary or part-time faculty member wishes to appeal the imposition of the sanction, he/she may request a review of the case by the Faculty Appeals and Sanctions Committee. The Faculty Appeals and Sanctions Committee will make a recommendation to the Provost, whose determination in the matter will then be final.

In matters relating to discrimination, harassment, and retaliation affecting Academic Personnel, he or she should refer to Section C of the North Park University Employee Handbook.

11 REVISION PROCESS FOR ACADEMIC PERSONNEL POLICIES

North Park University is committed to maintaining fair, relevant personnel policies for the Faculty. The MAPP and its appendices shall be reviewed at least every five years by the Faculty Senate or the Provost who will work collaboratively. The Faculty Senate or the Provost shall solicit suggested changes and concerns from the Faculty Personnel Committee, the Deans Council, the administration and the university legal counsel. Concerns raised in the interim by Academic Personnel may be presented in writing to the Provost for evaluation by the Faculty Senate. Substantive adjustments shall be brought for a vote by the Faculty after approval by the Director of Human Resources, the President, and university legal counsel. Final approval of revised MAPP rests with the Board of Trustees. The Board of Trustees may initiate a review of MAPP at any time. The Board of Trustees has the final authority to amend MAPP and the appendices at its discretion.

Appendix A

North Park University **Board of Trustees** **Standing Policies**

I. Church Relationship

- A. Mission and Mutual Support
- B. Personnel Selection and Development
- C. Academic Freedom and Denominational Accountability

II. Governance

- A. Boards and Administration
- B. Strategic Plan

III. Academic Programs

- A. Accreditation
- B. North Park Theological Seminary
- C. Undergraduate Education
- D. Liberal Arts
- E. Professional Education
- F. Non-Traditional Education

IV. Student Programs

- A. Admission of Students
- B. Financial Aid
- C. Student Development
- D. Spiritual Life Development

V. Terms of Employment

- A. Compensation and Evaluation
- B. Non-Discrimination
- C. Tenure and Personnel Contracts

VI. Finance

- A. Annual Operating Budget
- B. Endowment Fund Management
- C. Debt Management
- D. Independent Audit
- E. Fund-Raising

VII. Campus and Community

- A. Campus Maintenance and Development
- B. Community Relationships
- C. Use of Campus Facilities

I. CHURCH RELATIONSHIP

A. MISSION AND MUTUAL SUPPORT

Date Adopted: 10/25/97

Dates Reviewed: 1/30/99

Dates Amended: 1/30/99

POLICY

North Park University is committed to maintaining its identity as a vitally church-related institution of higher learning, owned and operated by the Evangelical Covenant Church. The University deploys its resources to support the denomination's ministries and priorities and serves as a unique context for the development of leadership, both pastoral and lay, for the church. In turn, the denomination *contributes to the growth and development of the University* through every feasible means (e.g., annual appropriations, periodic capital campaigns, volunteer leadership, encouragement of student enrollment etc.) Special attention is paid to the recruitment of Covenant members for the University's faculty, staff, and student body and volunteer leadership.

RATIONALE

North Park University was founded in 1891 by and continues to be owned and operated by the Evangelical Covenant Church as the denomination's only accredited undergraduate and graduate institution of higher education. The University, therefore, holds a special and sacred obligation to reflect and to support the mission and ministry of the Covenant, while at the same time serving the wider Church and society through activities and programs consistent with and/or complementary to this primary calling.

B. PERSONNEL SELECTION AND DEVELOPMENT

Date Adopted: 10/25/97

Dates Reviewed: 1/30/99

Dates Amended: 1/30/99

POLICY

All full-time faculty and full-time personnel in personnel classifications E1-E11 and N1-N6, whether Covenant or non-Covenant, are *(as expressed in the language of the Manual of Academic Personnel Policies) "expected to be committed Christians in faith and action" (as traditionally understood by the Evangelical Covenant Church) "without the necessity of pledging conformity to any written creed or particularized code of behavior."* Wherever possible, all other personnel, including *part-time* personnel, should reflect the same hiring criteria; exceptions to this policy for non-permanent or part-time personnel are permitted on a case-by- case basis (e.g., *non-permanent* visiting *faculty*.) At least a sizable minority of the University's full-time faculty, exempt and non-exempt positions should be held by current members of the Covenant Church. Resources are allocated to faculty and staff development programs aimed at nurturing professional and/or job competence as well as understanding of and

commitment to the University's educational and spiritual mission. *The University seeks to make clear the character, core concerns and theological distinctives of the Covenant in the hiring processes for all its personnel, and all faculty and staff (both full-time and part-time) are expected to be fully supportive of the educational and spiritual mission of the University. The University actively recruits women and men of racial and ethnic diversity for staff, administrative and faculty positions.*

RATIONALE

The staff and faculty of North Park constitute the University's most precious organizational resource. In a "non-confessional" Christian, academic community, the careful selection and development of personnel provides the best assurance of accomplishing the University's stated mission. North Park's mission and vision as a Covenant institution in the *broad* evangelical and pietist Christian tradition requires a conscious balancing of the Christian perspectives in the faculty and staff who are the "bearers" of the tradition. At the same time, *the inclusion of Christian faculty and staff beyond this tradition as well as from diverse racial and ethnic backgrounds* creates a campus ethos energized by the insights and experience of the whole Body of Christ.

C. ACADEMIC FREEDOM AND DENOMINATIONAL ACCOUNTABILITY

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

The University *continues to adhere to the policy on academic freedom as articulated in the Manual of Academic Personnel Policies (M.A.P.P.), which is approved by the Board of Trustees, including the following statement on academic freedom (which) was adopted by the General Faculty (i.e., College and Seminary Faculty) and the Board of Directors in 1956:*

"Inasmuch as North Park College and Theological Seminary (now N.P.U.) is a denominational school it functions in the same tradition of freedom within the Scriptural faith as the Covenant at large. This means that its faculty members are expected to be committed Christians in faith and action, without the necessity of pledging conformity to any written creed or particularized code of behavior.

Inasmuch as North Park is a school dedicated to this mature ideal of freedom, it encourages every teacher to investigate, to draw conclusions, and to communicate his/her findings. It is understood that in sharing his/her conclusions, the teacher will act judiciously and responsibly toward his/her students and toward the larger Christian community."

For a full statement of the University's understanding of academic freedom, see M.A.P.P. Section 9.1. Processes for adjudicating issues of unresolved conflict are outlined in Faculty and Staff Handbooks approved by the Board of Trustees.)

RATIONALE

The Evangelical Covenant Church and North Park University are committed to upholding the tradition of academic freedom which is foundational to the American tradition of higher education. At the same time, the University and the denomination also recognize that such freedom justifiably may and, in some respects, must be limited by North Park's foundational mission as a vitally church-related institution of higher learning. *Such a recognition is consistent with the historic 1940 Statement of Principles on Academic Freedom and Tenure of the American Association of University Professors, which is quoted at length in the current Manual of Academic Personnel Policies (M.A.P.P.)*

Occasional conflicts between the views of any sponsoring religious body and any vigorous academic community are, historically speaking, inevitable. North Park University and the Evangelical Covenant Church are committed to protocols of relationship which deal realistically yet redemptively with such possibilities and instances.

II. GOVERNANCE

A. BOARDS AND ADMINISTRATION

Date Adopted: 4/24/99

Dates Reviewed: 4/24/99

Dates Amended: 4/24/99

POLICY

Subject only to those restrictions or limitations of powers identified in the North Park University By- Laws (e.g., issues requiring notification and/or approval of the Executive Board of the Evangelical Covenant Church), the Board of Trustees is the highest authority on all issues related to the governance of the University. The Board approves all major institutional policies and is kept informed through its regular plenary sessions and committee structure of the results of all significant institutional operations. The Board delegates to the President responsibility for institutional administration (academic, student life, fiscal etc.) and, except under emergency and exceptional circumstances, does not involve itself in the administrative affairs of the University. The Board undertakes periodic evaluations of the President's performance. All other institutional boards (e.g., Boards of Advisors, Board of Visitors, Alumni Board etc.) operate under the authority of the Board of Trustees. Membership on the Board is accorded to individuals of: demonstrable wisdom; personal Christian faith; capacity and commitment to serve and to support the institution. At least 75% of the members of the Board must be drawn from the Evangelical Covenant Church. (See Board Bylaws for specific Board categories.) Selection of candidates for the Board *shall be coordinated by the Vice Chair, based on an ongoing projected Board profile. The Vice Chair shall solicit names of candidates from existing Board members and consult with the President of the University. As for nominees of Class A and B trustees, the Vice Chair shall forward a list of recommended candidates to the Evangelical Covenant Church Board of Human Resources, which in turn will develop a slate of nominees (in consultation with the President of the University, for presentation to the denomination's Annual Meeting). As to nominees for Class C trustees, the Vice Chair shall present a slate of nominees to the Board for approval and*

recommendation to the Executive Board of the denomination. As to nominees for Class E trustees the Vice Chair shall present a slate of nominees to the board of Trustees for approval. Board members are expected to attend a minimum of two-thirds of the regularly scheduled Board meetings. The integration of new Board members is facilitated through a Board orientation and mentor program. Representation to Board committees by campus and constituency representatives is determined and announced annually (after the Spring Board meeting) based on consultation with each Board committee.

RATIONALE

The careful selection of members of and the considerable authority vested in the Board of Trustees assures that the University benefits from the oversight of a substantial, mature, experienced, committed group of Christian women and men, the majority of whom are active in the life of the Evangelical Covenant Church. The relatively short amount of time each member spends on the campus precludes involvement in administrative matters. However, the Board's active leadership in discussion and decisions of a policy nature as well as the Board's advocacy for and financial support of the University represent critical institutional resources.

B. STRATEGIC PLAN

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

The administration is charged with the responsibility of developing and maintaining an institutional strategic plan. The overall purpose of the plan is to provide a blueprint of the University's "optimal path." The strategic plan is typically presented at the Board's fall meeting, *adopted at the winter meeting* and is available for review and comment by the Executive Board of the Covenant at their subsequent regularly scheduled meetings. Executive Board approval of revisions to the Strategic Plan are not required except in the case of truly major alterations (e.g., a decision to merge with another organization, to relocate the campus etc.) At the same time, however, the administration seeks to include the denomination's priorities in its ongoing planning. The strategic plan is the basis for the "strategic management" of the University and, in order to be maximally effective, must be translated into the administrative decisions and activities of every department of the University. Documents available to the Board in support of the strategic plan include the Data Book, containing detailed historical and trend data on institutional operations.

RATIONALE

The strategic plan clarifies the institutional direction and priorities for both the short and longer term; it represents the "fleshed out" vision for what the University hopes and expects to become as well as the basic strategies for realizing its mission and vision.

III. ACADEMIC PROGRAMS

A. ACCREDITATION

Date Adopted: 10/28/00

Dates Reviewed: _____

Dates Amended: _____

POLICY

The University seeks the external accountability of appropriate accrediting bodies wherever possible for both the institution as a whole (i.e., North Central Association) and specific schools or academic programs (e.g., Association of Theological Schools.) It is expected that the University will seek the highest standards of accountability consistent with its mission, vision and resources.

RATIONALE

Accreditation provides North Park University's constituents, particularly its students, with the assurance of satisfactory institutional quality. Independent evaluators use standards and criteria that are considered within higher education and/or disciplines to be acceptable indicators of quality. Accreditation also encourages consistent critical self-analysis by the University that leads to enhanced educational experiences.

B. NORTH PARK THEOLOGICAL SEMINARY

Date Adopted: 4/24/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

North Park Theological Seminary (NPTS) has a distinctive mission (see below) within the overall organizational framework of North Park University. The support of this distinctive mission is one of the University's highest priorities. The University is committed to offering a comprehensive and high-quality graduate theological curriculum through degree programs ranging from the master's to the doctoral (Doctor of Ministry) level. Priority is placed on the development of programs which reflect the needs and expectations of the Evangelical Covenant Church, while also cultivating a Seminary environment which welcomes the presence and perspectives of other denominations and traditions.

RATIONALE

As the primary training ground for the pastors, Christian educators, youth ministers, institutional chaplains, and missionaries of the Covenant, the strength of North Park Theological Seminary is a central denominational concern. The Seminary also represents a unique strategic resource in the "positioning" of North Park University as a Christian and Church-serving higher education institution.

C. UNDERGRADUATE EDUCATION

Date Adopted: 10/25/97

Dates Reviewed: _____

Dates Amended: _____

POLICY

Traditional undergraduate education, offered to a residentially-based, full-time student body comprised primarily of 18–22-year-old students, constitutes (along with the Seminary) the “core business” of North Park. The University’s resources are to be deployed substantially to preserve and to build the strength of traditional undergraduate curricular and co-curricular programs.

RATIONALE

Higher education offered to full-time undergraduate students has been the foundational program of North Park for virtually all of its history. Providing an appropriate environment for the education and maturation of its post-high school youth continues to be one of the sponsoring denomination’s highest goals for North Park. Recognizing the wisdom of “sticking to the knitting,” traditional undergraduate education must be an ongoing focus of the University.

D. LIBERAL ARTS

Date Adopted: 10/25/97

Dates Reviewed: _____

Dates Amended: _____

POLICY

Consistent with its institutional mission statement, North Park seeks to maintain a strong liberal arts focus at the undergraduate level. All undergraduates of the University are required to complete a broad general education program in the liberal arts representing at least one-third of their total graduation requirements and a comprehensive range of undergraduate majors is offered. Based on responsibilities delegated by the Board of Trustees, curricula are developed by the faculty and, in the case of major curricular components, are submitted to the Board for approval. Each of the major liberal arts disciplines is supported by at least two full-time faculty members.

RATIONALE

According to its mission statement North Park regards the liberal arts as the foundation of its academic culture. As of 1994, only 13 other members of the Coalition for Christian Colleges and Universities (total membership equaling 90 institutions) could match North Park’s comprehensive offerings in the liberal arts. North Park is committed to maintaining its investment in the liberal arts as an essential feature of its overall academic offerings and as a mark of its dedication to quality Christian higher education.

E. PROFESSIONAL EDUCATION

Date Adopted: 10/25/97
Dates Revised: _____
Dates Amended: _____

POLICY

While not seeking comprehensive coverage of all professional disciplines, the University is committed to extensive professional education at the undergraduate and/or graduate levels in the following fields: business; community development (1998); education; music; nursing; health sciences; social work (1998); theology and ministry. Professional disciplines may be added from time to time to the curriculum, subject to Board approval, based on the following criteria: support of the University’s Christian mission; basis in historic or emerging strengths of the institution; net revenue potential; and synergy with existing academic programs.

RATIONALE

The undergraduate curriculum at North Park, while strongly based in the liberal arts, has never been “purely” liberal arts; professional education has been present from the institution’s founding in 1891. Today, a more comprehensive curriculum, integrating undergraduate liberal arts with selected professional disciplines at both the undergraduate and graduate levels, broadens the University’s market appeal and provides significant avenues of service to society, the Covenant and the wider Church as well as substantial net operating revenue.

F. NON-TRADITIONAL EDUCATION

Date Adopted: 10/25/99
Dates Reviewed: _____
Dates Amended: _____

POLICY

Non-traditional education (e.g., part-time students, adult students, evening and weekend students, extension locations, work-site locations, distance education etc.) offers the potential for considerable enrollment and service growth. The University will pursue prudent expansion of its non-traditional program offerings, particularly in areas which will reinforce or strengthen existing traditional academic programs. It is expected that the Christian mission of the University will be appropriately reflected in non-traditional programs as is the case with traditional academic programs.

RATIONALE

North Park has a long history with non-traditional education. In the 1950s and 1960s the institution served a substantial number of part-time evening students. This clientele was lost with the development of Northeastern Illinois University just several blocks to the west of North Park. More recently (i.e., since 1990), non-traditional students account for a sizable proportion of the University’s impressive enrollment growth and financial recovery. Given this recent history and the facts that (1) most of Chicagoland’s adult population is not 18-21 years of age, (2) non-traditional education is burgeoning nationally, and (3) the University’s unique church

constituency is national and even international, North Park's expansion in this area is appropriate and necessary.

IV. STUDENT PROGRAMS

A. ADMISSION OF STUDENTS

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

Students are admitted into the University's various academic programs based on demonstrated academic proficiency to perform at the level of North Park's various curricula. Typically, this proficiency is demonstrated through prior academic performance (e.g., class rank or grade point average at a previous academic level and standardized test scores.) The University consciously attempts to serve a range of student academic ability while also recognizing the necessary limits of this range in order to attract the most capable students and to be recognized as a competitive alternative among its peer institutions. *Ethnic and racial diversity as well as the full participation of women and men is a conscious goal of the University's enrollment initiatives.* With the exception of the Seminary, the University admits students into its various academic programs without regard to religious criteria. The University reserves the right to deny admission to any student based on the belief that the student's and/or the institution's interests would not be well served by their enrollment. In cases of enrollment limits, preference is given to members of the Covenant church, alumni and children of alumni. Covenant enrollment should approximate at least 30% of the traditional undergraduate student body and rank as the largest denominational group.

RATIONALE

As the only accredited undergraduate and graduate institution of higher education of the Covenant, an admissions policy which is sufficiently broad so as to make North Park a realistic option for a relatively wide range of Covenant students is appropriate. At the same time, because colleges and universities are frequently evaluated on the basis of their admissions selectivity and because it is not possible to create an academic environment which is simultaneously challenging for the most capable students and supportive of the needs of much less able students, a purely open admissions policy is not appropriate (assuming the University wishes to attract and to serve well the most capable of Covenant students.) A critical mass of Covenant students is essential to maintaining North Park's identity as a Covenant institution.

B. FINANCIAL AID

Date Adopted: 4/24/99

Dates Reviewed: 4/24/99

Dates Amended: 4/24/99

POLICY

North Park's various programs of financial aid at the undergraduate and graduate levels are operated in accordance with all relevant state and federal requirements. Substantial proportions of institutionally funded financial aid are based on family/student financial need. Targeted aid (e.g., through financial aid "leveraging" in the traditional undergraduate program) seeks to optimize enrollment mix and institutional financial performance. Special scholarship/grant provisions are accorded children of Covenant pastors, selected students of color (traditional undergraduates) in specific socio-economic and academic circumstances, and designated Seminary students of color committed to ministry in the Evangelical Covenant Church. *It is a goal of the Financial Aid office to attenuate the increase of, and even reduce, the percentage of financial aid costs over time in the undergraduate program.*

RATIONALE

Institutionally funded financial aid represents a very substantial portion of North Park's annual operating budget and an increasingly strategic resource in the competition for qualified students. North Park's management of financial aid is designed to: optimize enrollment mix; respond to family financial circumstances; address issues of educational access and justice and contribute to overall institutional financial performance.

C. STUDENT DEVELOPMENT

Date Adopted: 4/24/99

Dates Reviewed: 4/24/99

Dates Amended: 4/24/99

POLICY

The goal of the University's student development efforts is to promote and encourage a community that is spiritual, purposeful, open, just, disciplined, caring, and celebrative. It strives to meet these goals through the offices of the Dean of the Chapel, the Dean of Student Development, and the Director of Athletics. Specifically, these goals are addressed through the work of the departments of academic services, athletics, campus ministries, career planning, counseling, health services, residence life, student activities and Urban Outreach. (For a more detailed description of spiritual life see Policy IV.D.) The Student Handbook, which outlines student services and programs as well as establishes standards of student conduct, is approved by the Board of Trustees and administered by the Dean of Student Development. Disciplinary processes reflect a *facilitative*, versus an *authoritarian* or *laissez faire*, philosophy of student development. These processes aid to promote the positive growth and development of undergraduate students as emerging adults while also acknowledging the need for community responsibility and appropriate support structures. Specific rules or guidelines for undergraduate students are based on relevant state or federal legislation, general standards of community

welfare, and biblical, Christian norms. The University reserves the right to deny continuing enrollment to any student based on the belief that the student's and/or the institution's interests would not be well served by their enrollment. Student programs and events are expected to reflect the values and perspectives that are consistent with those of the Evangelical Covenant Church.

RATIONALE

Co-and extra-curricular programs immeasurably enrich a student's undergraduate experience. The University is committed to making this experience as rich as possible. By their nature, such programs necessarily raise values and conduct issues in which the University's sponsoring denomination has a vital interest. The University has an obligation to reflect this interest in its approach to the full range of student life activities.

D. SPIRITUAL LIFE DEVELOPMENT

Date Adopted: 4/24/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

The emphasis on and approach to spiritual nurture varies with the level of educational program of the University. A comprehensive spiritual life program for undergraduates is *coordinated by the Dean of the Chapel's office and the departments of campus ministries and Urban Outreach. Spiritual life programming includes opportunities for regular worship, Bible study, prayer, service and evangelism.* Through Urban Outreach undergraduates are encouraged to experience the Christian call to service through a wide range of projects on *both the national and local levels.* Short-term mission opportunities are offered annually. Respecting the range of religious beliefs in its students, the University's spiritual life programs are offered on a voluntary basis. It is expected that the University Chaplain be an ordained member in good standing of the Covenant Ministerium. In the Seminary, spiritual formation is interwoven into the curriculum as well as co-curricular activities. Faculty and staff are encouraged and expected to model and to give expression to appropriate Christian witness. The identification and nurture of leaders for the diverse ministries of the Church, both lay and pastoral, is a primary institutional priority.

RATIONALE

The University's understanding of and approach to the faith development of students is rooted in the evangelical and pietistic heritage of the Evangelical Covenant Church. Seeking to foster the holistic development of students in their undergraduate experience and recognizing spiritual development as a foundational aspect of this total personal development is a natural extension of this heritage. Viewing Christian witness as part of the University's mission is consistent both with the tradition of diversity in American higher education and with the Covenant's broader evangelical impulse.

V. TERMS OF EMPLOYMENT

A. COMPENSATION AND EVALUATION

Date Adopted: 4/24/99

Dates Reviewed: 4/24/99

Dates Amended: 4/24/99

POLICY

North Park University is committed to a philosophy of compensation which is guided by the dual aims of “external competitiveness” and “internal equity.” Appropriate compensation is considered to be an urgent institutional priority. The University maintains a salary scale and position classification system which is based on appropriate external norms and periodically updated (i.e., every 3-4 years) to assure its ongoing competitiveness. Where financial resources do not permit full funding of compensation goals, it is expected that the administration will take steps to assure equity across all classification levels. The University’s personnel benefits program complies with all appropriate legislation and is publicly available and distributed to all personnel in Staff and Faculty Handbooks approved by the Board of Trustees. Opportunities for improvement and *evaluation* are provided through *regularly scheduled performance reviews* of both academic and non-academic personnel.

RATIONALE

The Christian values of fairness and justice guide North Park’s philosophy of compensation. The provisions outlined above represent the University’s best effort to operationalize these values through its approach to compensation.

B. NON-DISCRIMINATION

Date Adopted: 4/24/00

Date Reviewed: _____

Dates Amended: _____

POLICY

The University does not discriminate on the basis of sex, age, racial or ethnic background, or social or financial position in the conducting of its various programs. Ethnic and racial diversity as well as the full participation of women and men is consciously sought throughout the University in student enrollment and faculty, staff and volunteer leadership appointments.

RATIONALE

North Park acknowledges the legal, moral and biblical imperatives of pursuing policies and practices of non-discrimination. Further, the University recognizes the strength and richness brought by the significant presence and full participation of both women and men as well as persons of diverse racial and ethnic backgrounds in all of the University’s programs and leadership roles.

C. TENURE AND PERSONNEL CONTRACTS

Date Adopted: _____

Dates Reviewed: _____

Dates Amended: _____

POLICY

The University awards tenure, by action of the Board of Trustees, to full-time faculty after an appropriate period of evaluation as outlined in the Faculty Handbooks approved by the Board of Trustees. Periodic evaluation of performance is required of all personnel, including tenured faculty. Removal from tenure is provided for under terms also specified in Faculty Handbooks. Other than tenure and fixed-term contracts given to full-time tenure track or professional faculty and select senior administrators, no personnel contracts for service are provided by the University.

RATIONALE

The University accepts the traditional rationale for the awarding of tenure to full-time faculty: academic freedom and the ability to attract candidates to the academic profession.

VI. FINANCE

A. ANNUAL OPERATING BUDGET

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

The preliminary annual operating budget is presented at the winter meeting of the Board for the fiscal year beginning the next July. (The fiscal year of the University runs from July 1-June 30.) Operating budget planning parameters include the expectation of a balanced budget under reasonable and defensible enrollment and fund-raising assumptions. General salary increases are provided typically on January 1, after fall enrollment has been confirmed. In the case of an end-of-year budget surplus, the surplus will be allocated by action of the Executive Committee of the Board (based on recommendation of the Board's Finance Committee and the University administration) to appropriate institutional priorities. For the foreseeable future these priorities include: deferred maintenance, reduction of the accumulated operating deficit, and investment in strategic initiatives with high return on investment potential. Monthly operating budget reports are submitted to the full Board in the President's regular management report.

RATIONALE

A balanced annual operating budget is a requirement of fiscal viability. The University's accumulated operating deficit (accumulated in the early 1980s) should be reduced regularly and eventually eliminated.

B. ENDOWMENT FUND MANAGEMENT

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

Endowment spending and investment policies are developed, reviewed and revised as appropriate by the Board's Finance Committee -- subject to the ratification of the full Board. These policies include provisions related to: asset allocation; independent review of investment management results, and spending rates to protect the endowment's long-term buying power. The general long-term goal is to build the endowment fund balance so as to provide sustainable increased levels of support for the University's operations.

RATIONALE

An adequate institutional endowment is a foundational long-term fiscal goal of the University. Prudent spending and investment policies and management as well as ongoing deferred gift expectancies growth through Estate Planning Services should make this goal achievable.

C. DEBT MANAGEMENT

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

The University recognizes the need to utilize debt financing to fund certain aspects of its operations. Generally, debt financing will be used to secure properties, fund construction and renovation, buy equipment and fund other needs related to the physical development of the campus (i.e., plant fund debt). In addition, the University will maintain appropriate line-of-credit borrowing capacity to provide working capital to enable operations to continue uninterrupted during periods of uneven cash flow demands. The University administration and the Board are committed to operating without incurring the need for permanent financing of operations and are committed to the retiring of all past debt incurred to fund the University's accumulated operating deficit. Internal borrowing from other institutional assets is acceptable from time to time provided these assets are not permanently robbed of the competitive return they might achieve in the financial markets.

Plant fund debt levels should be reviewed regularly and should not significantly exceed the debt ratios of the "best-in-class" comparison group of institutions.

RATIONALE

The present use of debt financing is required to improve and maintain the campus’ physical assets. Debt should not be used to fund operations (except as needed on a temporary working capital basis) because permanent operating debt is a sign that budgets are not being balanced and creates a financial albatross that risks the institution’s future financial viability.

D. INDEPENDENT AUDIT

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

Annual, independent financial audits are performed by a major public accounting firm appointed by the Executive Board of the Evangelical Covenant Church. Focused audits (e.g., financial aid program audits) are also performed periodically by external, governmental agencies. Audit results are shared with the Finance Committee of the Board (including committee discussion with the annual external auditors) and reported to the full Board at regularly scheduled Board meetings.

RATIONALE

Accrediting and state and federal government requirements as well as normal standards of prudent, professional management make an independent financial audit mandatory. Utilization of the denomination’s appointed auditor constitutes a cost-effective approach which maximizes financial accountability within the Covenant.

E. FUND-RAISING

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

The University is committed to an aggressive, comprehensive fund-raising program to support the accomplishment of North Park’s mission. Through the Annual Fund, unrestricted operating support is sought, and periodic special campaigns raise support for capital or other designated purposes. The University joins with the denomination and Covenant Ministries of Benevolence as owners of the Covenant Trust Company and partners in Covenant Estate Planning Services in order to secure and to manage deferred gifts and trusts, the majority of which are typically designated for endowment. The University adheres to the highest professional standards with respect to the solicitation, receipting and reporting of charitable support.

RATIONALE

Higher education institutions are not sustainable on tuition and fee income alone. Therefore, the University must develop as professional, competent and comprehensive a fund-raising program as possible to undergird its educational mission.

VII. CAMPUS AND COMMUNITY

A. CAMPUS MAINTENANCE AND DEVELOPMENT

Date Adopted: 1/30/99

Dates Reviewed: _____

Dates Amended: _____

POLICY

A campus master plan is included as part of the University's strategic plan. The master plan, which is reviewed periodically by the University's Board (beginning with the Board's Campus Development Committee) and administration in consultation with the University-appointed architect and campus planner, projects future facilities (including cost estimates) and assesses deferred maintenance requirements. An annual allocation for deferred maintenance is included in the University's annual operating budget with a target of consistently raising this allocation over the next several years in order to reduce the deferred maintenance backlog.

RATIONALE

The maintenance of an attractive, functional campus is an essential component in assuring the ongoing viability of the University. After nearly three decades of substantial inactivity in the construction of new facilities, current and anticipated programs as well as competitive forces require facilities expansion and concerted attention to deferred maintenance.

B. COMMUNITY RELATIONSHIPS

Date Adopted: 4/24/99

Dates Reviewed: 4/24/99

Dates Amended: 4/24/99

POLICY

The University seeks to initiate activities and/or to join with others to promote the welfare of its surrounding community. University leadership is expected to take an appropriately active part in community organizations, and the resources of the institution (personnel, facilities, finances) are to be applied, to the extent possible, to support positive community initiatives. While maintaining a stance of institutional political neutrality, the University cooperates wherever possible with local, city, state and national officials. Students are encouraged to view themselves as members of the community beyond the campus and to undertake projects of service in the community.

RATIONALE

North Park regards itself as an institutional citizen of the complex urban community which has been its home for more than 100 years. Both in an effort to be a responsible institutional citizen and recognizing its historic role as a vital resource in the community, the University seeks every way possible of exerting a constructive influence in its surrounding environment. Such efforts are motivated by both a sense of Christian duty and an awareness of institutional self-interest.

C. USE OF CAMPUS FACILITIES

Date Adopted: 4/24/99

Dates Reviewed: 4/24/99

Dates Amended: 4/24/99

POLICY

Priority for campus facilities usage is to be given to ongoing programs of the University which implement North Park's educational and spiritual mission. Other uses of the campus facilities (e.g., rental by external groups) which do not conflict with regular University programs, is permitted and encouraged. Appropriate fee schedules are established by the administration (including special consideration for Covenant events.) Rental of a campus facility does not constitute institutional endorsement of a particular group, its programs or personnel, and such groups need not subscribe to the spiritual mission of the University (i.e., non-religious or religious groups other than Christian are not excluded.) Given these broad parameters, the administration may at its discretion deny campus access to individuals and/or groups.

RATIONALE

Providing use of campus facilities to members of the surrounding community and others represents good stewardship of assets, providing income to support the University's operations as well as effective public relations contacts with potential constituents.

Appendix B

North Park University Board of Trustees Multicultural Vision Statement—Approved October 2002

North Park is an intentionally Christian, urban and international/Intercultural Institution. Consistent with the preamble to the constitution of the Evangelical Covenant Church, our sponsoring denomination, we are committed to reaching across boundaries of race, ethnicity, culture, gender, age and status in the cultivation of communities of life and service.⁹ This commitment will permeate every aspect of North Park University, including our leadership, faculty, student experiences, curriculum and co-curricular activities, and ministries.

• **Leadership**

Since leaders are responsible for making decisions that affect the whole community, it is our vision that North Park leadership (Board of Trustees, administrators, faculty, staff and students) will reflect the Kingdom of God. It is our vision that the institutional character of North Park will reflect the resemblances and differences of all God's people in a shared, responsive decision-making process.

• **Faculty and Staff**

Faculty and staff are vital educational partners central to the mission of North Park University. The University commits itself to recruiting intentionally and supporting a diverse faculty and staff of women and men. It is our desire that our faculty and staff will model a commitment to diversity and respect for multiculturalism in and out of the classroom. For diversity to become a living reality, it is our vision that faculty and staff will continue to value, embrace, and actively shape the development of a diverse community.

• **Students and Student Life**

It is our vision that students at North Park will, in both required and voluntary settings, be prepared to live skillfully and constructively in and contribute to shaping, developing, and cultivating communities of life and service in the church and in the world. It is our vision that this model of community is rooted in a Biblical understanding of the Kingdom of God. This engagement in community will take place through both formal academic and non-formal experiences that are transformational and developmental. Activities such as the North Park Dialogue will be critical processes in helping students to become aware and to embrace multicultural experiences and perspectives. We will remain mindful of the need to integrate all of our students— residential and commuter, graduate and undergraduate—into the life of the community so that we all will benefit from the rich tapestry of cultural diversity present at North Park. The university takes its responsibility seriously to provide a safe and welcoming environment for all students.

⁹ Preamble, Constitution and By-Laws of the Evangelical Covenant Church <http://www.covchurch.org/cov/constitution/index.html>

- **Curriculum**

The core of the North Park educational experience is the intellectual engagement that takes place in the formal classroom setting. It is our vision that faculty will integrate the views, voices, and experiences of non-European peoples and women into the core curriculum—including the undergraduate majors, general education, and the honors program—as well as the graduate and professional programs. It is our desire that faculty evaluate and construct courses with an emphasis on critical thinking and multiple perspectives/points of view.

- **Co-curricular Activities**

Learning and growth take place for our students inside and outside of the formal classroom. Students' lives are enriched by the diverse co-curricular activities in which they are involved. It is our vision that each of these co-curricular spheres creates communities within the broader community that model inclusion and that are enriched by cultural diversity. It is our desire that the student government reflect the diversity of the student body that it serves. It is our desire that athletic programs and teams will intentionally seek to be distinctively international, urban and Christian, enriched by cultural and religious differences, and will present this model of inclusion at all athletic events. Our understanding of multicultural inclusion is broadened by participation in creative and performing arts that include culturally diverse female and male voices. It is our desire that we listen with increasing sensitivity to a greater variety of voices, expanding the story of the minority group who began the NPU story to include chapters about new groups who have also experienced minority status and commitment. Being enriched by such expressions of cultural and faith differences will stimulate life-long theological reflection and encourage continual attention to relational bridges that create inclusive communities.

- **University Ministries**

University Ministries is the integration of multicultural distinctives into all areas of our lives, a holistic application for the good of the larger community. Our dialogue is Christian, with a global scope, respectfully maintaining an evangelical focus. Our Christian dialogue extends to our Christian witness--our service on our campus, to our neighboring communities, and to the world around us. Our story begins with one minority group of Christians but is constantly expanding the story to include new chapters about other groups. We are theologically reflective regarding all aspects of our lives, individually and communally emphasizing the Evangelical Covenant denomination's theological stance of focusing on Christ as central. It is therefore our vision that Christianity will be forthrightly presented for consideration and evaluation by all—as we are respectful of non-Christian students' faiths and as we welcome their perspectives, we do not retreat from our Christian witness, and we ask from them mutual respect for our core spiritual commitments.

Appendix C

Guidelines and Procedures for Faculty and Administrative Appointments

Procedures for Position Approvals

Proposals for all new and replacement positions in all sectors of the University (curricular and co-curricular, faculty and staff, undergraduate, GOAL, graduate, and seminary) are reviewed by the President and members of the senior administrative team through the procedures outlined below. Searches for positions are not to be announced or advertised in any form until the request to fill a position has been approved by the President.

- Proposals for new and replacement full-time faculty positions (including but not limited to current “vacancies,” temporary appointments, and retirement replacements) are due to the Provost or Seminary President/Dean no later than September 15, with consideration by the senior administrative team and response by the President expected by mid-October.
 - Faculty positions which become vacant (through resignation or retirement) during the fall semester may be proposed for replacement through the end of that semester.
 - Faculty positions which become vacant after the end of the fall semester will be filled, if needed, during the subsequent academic year by use of adjunct assignments and may be proposed for a full-time search at the beginning of the next academic year.
- Proposals for new “exempt” and “non-exempt” staff positions will be presented to the respective senior administrator no later than January 15 as part of the annual budget preparation process, with consideration by the senior administrative team and response by the President expected no later than mid-April.
- Proposals for replacement “exempt” staff positions will be presented to the respective senior administrator on an as-needed basis, for consideration by the President; following consultation with the senior administrative team and the Director of Human Resources response from the President will normally be available within 30 days.
- Proposals for replacement of “non-exempt” staff positions will be presented by the appropriate Dean/Director to the respective senior administrator on an as-needed basis with response from the senior administrator normally within 30 days, following consultation with the ExVP/CFO and the Director of Human Resources.

- In extraordinary circumstances the President may approve modifications to the above outlined processes on a case-by-case basis.

Framework for New and Replacement Position Proposals

Each request for a new or replacement position should include a proposal which responds to the following items:

- Proposed position title and position description.
 - For faculty assignments the position description should include the anticipated teaching load and any administrative load.
 - For staff appointments the position description should include anticipated major tasks.
- Summary of current positions in the respective department or work unit and discussion of how the proposed position will change existing responsibilities.
- Narrative description of recent changes in the University and/or relevant department(s) which inform the need for the new/replacement position.
- Presentation of relevant data which inform the need for the proposed position.
- Full cost of the proposed position. Consulting with the Human Resources Office will be helpful in identifying salary, benefits, office space requirements, ancillary expenses such as technology equipment, etc.

Search Guidelines and Expectations

Searches to fill approved positions should follow the guidelines presented below. Exceptions should be noted in advance by discussion with the President and the respective senior administrator.

- Position announcements for all searches should be coordinated with the Office of Human Resources and the respective senior administrator; the intent is to assure approaches which reflect the mission and identity of the University, give attention to diverse populations, are compliant with legal regulations, and are cost effective.
- For each position, the group of candidates selected for campus interviews must include gender and racial/ethnic diversity. Generally, this means that at least one candidate should be a woman and at least one candidate should be a person of color.
- The Director of Human Resources should be notified as early as possible of any potential finalists (i.e., candidates invited for campus interviews) who have non-resident alien status so that clear and accurate communication can be assured about the

candidate's and the University's respective responsibilities in the visa acquisition process and other immigrant legal issues that may need to be considered.

- In addition to position-specific requirements, application materials for all faculty positions and all administrative positions which report directly to a senior administrator should include:
 - Narrative statement addressing the candidate's personal interest, commitment, and expertise related to the three ideals of the University's core institutional identity – Christian, urban, and multicultural
 - Short essay on the candidate's spiritual life-journey
 - For faculty positions only, a short essay on "Reflections on Teaching and Learning"

- The search process for each position should include a small search committee with responsibility for (a) advising candidate selection and (b) encouraging and facilitating the candidates' engagement with the University.
 - Search committees are an important and necessary part of the process for filling faculty and upper-level administrative positions. The use of a search committee for positions reporting to a dean/director is optional, as determined by the respective senior administrator, dean/director, and Director of Human Resources.
 - Composition of search committees must be approved by the respective senior administrator and should include disciplinary, gender, and racial/ethnic diversity; in selective cases search committees may include one or more students.
 - Each search committee is responsible to the individual to whom the respective position reports.
 - Search committees will review and comment on applications and recommend candidates for campus interviews. Final selection of candidates for campus interviews will be determined by the administrator in charge, the respective senior administrator, and the Director of Human Resources.
 - Members of the search committee (either individually or collectively) will interview each candidate during the campus visit and provide evaluative comments on each candidate.

- Campus interviews should include sessions with various members of the campus community, as determined by the administrator in charge of the respective search. Minimally, campus interviews should include the following:
 - Faculty
 - Search Committee
 - Department/School Faculty Members
 - Director of Human Resources
 - Dean of Diversity and Intercultural Programs
 - Seminary President and Dean
 - Appropriate Dean
 - Provost
 - President
 - Administrative Positions with Direct Reports to a Senior Administrator
 - Search Committee

- Selective Peer Colleagues
 - Director of Human Resources
 - Dean of Diversity and Intercultural Programs
 - Senior Administrator
 - President
 - Administrative Positions Reporting to a Dean/Director
 - Search Committee (if comprised for the search)
 - Selective Peer Colleagues (as deemed appropriate by the Dean/Director and the
 - Director of Human Resources)
 - Director of Human Resources
 - Seminary President and Dean (for selective appointments with a high level of contact
 - with individual students, e.g., coaches and residence assistants)
 - Dean/Director
 - Senior Administrator
- Appointment decisions will be informed by evaluative comments by all interviewing parties; final appointment decisions will be made collaboratively according to the groups listed below:
 - Faculty
 - Appropriate Dean
 - Director of Human Resources
 - Provost or Seminary
 - President/Dean
 - Administrative Positions with Direct Reports to a Senior Administrator
 - Director of Human Resources
 - Senior Administrator
 - President
 - Administrative Positions Reporting to a Dean/Director
 - Director of Human Resources
 - Dean/Director
 - Senior Administrator
 - For each position, compensation and other items particular to the employment agreement will be agreed to by the respective senior administrator, Director of Human Resources, and (when appropriate) the respective Dean/Director.
 - Each position appointment should be finalized in a letter to the selected candidate. The letter should note the position title, salary, starting date, and any other items particular to the appointment. A standard form for this letter will be prepared by the Director of Human Resources. Using the form letter as a guide, the person to whom the employee will report writes and signs the actual letter, with copies to the respective senior administrator and the Director of Human Resources.

Protocol for Change of Status for Existing Positions

- Occasionally it may be appropriate to consider a “change of status” for a continuing employee. Such changes may include (but are not limited to) (a) reclassifying from a staff to a faculty appointment, or from professional faculty to Tenure-Track faculty, (b) revising contractual stipulations which affect compensation such as the number of hours assigned per week, the number of months required each year, or the credit load requirements, and (c) promoting a staff position by way of a title change with a corresponding revision in the position description.
- Recommendations for Change of Status should be proposed by the respective senior administrator for approval by the president. In preparing the recommendation discussion should take place with the Director of Human Resources and with the respective Dean/Director to assure that the change of status is consistent with institutional policy and to review pertinent salary considerations. The proposal submitted for approval by the president should be affirmed by the senior administrator, the Director of Human Resources, and the respective Dean/Director, or reservations from any of these parties should be noted with the recommendation as submitted.

Appendix D
Adjunct Faculty Job Description

Position Title: Adjunct Faculty

Department: School/Division

Reports To: College Dean/Dean/Division Director/Associate Dean

Position Summary/Purpose

- The adjunct faculty member is responsible for maintaining academic standards and professional expertise in his/her particular discipline. The individual is expected to act in a professional manner in all activities related to the academic role and in interactions with colleagues, students, and peers. A commitment to North Park's mission of Christian higher education is required.

Note: The position of adjunct faculty member is temporary and is contracted as needed. There is no obligation on behalf of North Park University to renew the contractual agreement. Terms and conditions are listed in the contract agreement form.

Essential Responsibilities

- Demonstrates a commitment to the mission, vision, and core identities (Christian, multicultural, urban) of North Park University.
- Attends the adjunct faculty orientation program within the first semester of teaching at North Park University.
- Adheres to University Rules and Procedures, which reflect Federal, state, and local laws that govern the educational process.
- Participates in campus-wide activities, meetings, and events as possible and/or at the request of the department chair/division director/associate dean/dean.
- Is readily available to the department chair/division director/associate dean/dean.
- Prepares syllabi, course materials, and supplemental materials as needed.
- Maintains accurate records of student attendance, assignments, and course grades.
- Completes required midterm and final grades in accordance with university policy and deadlines.
- Teaches all scheduled classes on the assigned day of the week and time unless otherwise
- specified by the department chair/division director/associate dean/dean.
- Demonstrates a professional attitude, philosophy, and commitment to encourage student growth
- and learning.
- Uses appropriate technology to enhance instruction and the student learning experience.
- Documents available office hours in the course syllabus.

- Promotes and maintains a positive and safe educational environment, free from harassment and
- discrimination. (disability, harassment policy wording)
- Complies with all aspects of the contractual agreement.

Essential Qualifications

- Master's degree in the discipline, doctorate is preferred
- Experience teaching in higher education or an equivalent
- Demonstrates professional development and subject matter expertise using current and effective teaching techniques.
- Maintains current licensure or certifications, as required
- Typically provides own transportation to the University and/or extension site

Documentation Requirements

- Provide an updated resume and original transcripts to the Office of the Provost and copies to the appropriate division director/associate dean or dean
- Complete any additional department/division/school documentation requirements

Effective Date

March 2, 2009

NOTE: Nothing in this job description restricts the supervisor's right to assign or reassign duties and responsibilities to this job at any time.

Appendix E
Adjunct Hiring Guidelines/ North Park University and Mission Fit

Adjunct Hiring Guidelines

Adjunct instructors are a vital part of the teaching work at North Park University. Because of their importance, the following guidelines establish their hiring, helping to ensure the furtherance of North Park's purpose.

North Park University seeks mission-fit persons who are academically and experientially qualified to teach particular subjects.

First and foremost, adjunct instructors must understand the unique mission of North Park and be **mission fits** (see the *North Park University and Mission Fit* document for the explanation of what is meant by mission fit; this is a useful document to share with potential hires).

Second, adjunct instructors must have the **academic qualifications** required by HLC, North Park's accrediting body. Each adjunct instructor needs to possess an academic degree above that which s(he) is teaching, unless teaching doctoral students, a case in which the instructor must have their doctorates. At least 18 credit hours of the advanced degree must be in work directly related to the subject area being taught. Thus, for example, to teach an undergraduate chemistry course, it is required that the instructor hold at least a master's degree (in any field) of which at least 18 hours must be in chemistry. (For complete details, see the document *Faculty Credentials Policy*.)

Third, the **appropriate dean must approve** the hiring of the adjunct instructor before a contract can be issued.

EXCEPTIONS: A limited amount of exceptions can be made to the second requirement above, as specified by HLC. Exceptions can occasionally be made based on need, and tested experience qualifications can be substituted for academic qualifications. Note that such exceptions can only be short-term, not long term. If an adjunct instructor approved to teach through exception is to continue teaching at North Park, a plan must be put into place to receive the appropriate academic training as required by HLC.

Exceptions can only be made by the approval of the Provost, who will consider cases as presented by the appropriate Dean.

For full details, see the *Faculty Credentials Policy* document. Effective: January 2019

North Park University and Mission Fit

North Park’s vision, building on our core institutional identity—Christian, city-centered, intercultural—is to fashion a university of uncommon character and enduring excellence where faith, learning, and service meet. Adopting Chicago as our text and context for learning, North Park University prepares a new generation of global leaders committed through personal faith and professional expertise to advance the health and vitality of the world’s people and their cities, and thereby follows the biblical mandates to “love our neighbors” and “seek the welfare of the city.” We aspire to be the nation’s leading city-centered Christian university.

Thus, we seek faculty—full- and part-time—who both understand who we are as an institution and can support us in achieving our vision, mission, and aspiration.

Who We Are:

First and foremost, we are Christian university, an Evangelical Covenant institution within the broad evangelical and pietist Christian tradition. North Park welcomes those from other Christian traditions who are fully supportive of North Park’s specific educational and spiritual mission (MAPP 1.1). We encourage and support our faculty to integrate Christian faith into the classroom. Although only full-time faculty need to profess the Christian faith, we do require that our adjunct faculty do no harm to our Christian mission.

Out of our Christian commitment and campus location, we value a city-centered curriculum and the diversity of God’s creation. We seek faculty who can contribute to the development of these values within the Christian context described above.

North Park is distinctive in that it does not require its faculty to be of a particular stripe of Christianity, nor does it require that its adjunct faculty be Christian. Rather, North Park seeks to further its mission by finding supportive faculty who understand and wish to contribute to our mission.

This is what we mean by “mission fit.”