Section II

FACULTY HANDBOOK

PHILLIPS THEOLOGICAL SEMINARY

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1. The Organization and Governance Structure of the Seminary

1.1 Trustees

PTS is governed by a Board of Trustees, which has final responsibility and authority in all matters related to the operation of the Seminary.

1.2 Administrative Officers

a) The President is the chief executive officer of PTS. S/he is appointed, authorized, and supervised by the Board of Trustees. The President appoints and supervises the Seminary’s other administrative officers.

b) The Vice President for Academic Affairs and Dean is the chief academic officer of PTS. S/he has administrative responsibility for all academic programs of the school.

c) The Vice President for Administration is the institution’s chief financial officer.

1.3 Faculty Governance and the Board of Trustees

The Board of Trustees has overall fiduciary responsibility for the governance of the Seminary. However, the board has delegated certain responsibilities to the faculty, which plays an important role in the governance of the school. The faculty:

a) Assesses and considers possible changes to the Seminary’s curricula in relation to announced learning goals;

b) Determines academic policy and procedures appropriate for the various degree and non-degree programs of the school; and

c) Recommends to the president all full-time faculty appointments.

1.4 Faculty Representative to the Board of Trustees

The faculty elects a representative to the Board of Trustees on odd years for a two-year term. Only faculty employed full-time and teaching full time (see 2.1 and 2.2) are eligible to vote for and serve as Board representative. The representative represents the faculty to the Trustees and prepares a report of faculty activities and concerns for each meeting of the Trustees. After each meeting of the Trustees, the representative will report back to the Faculty Senate. The faculty representative is a member of the Trustees and serves on the Board’s Academic Committee, but does not have voting privileges.
1.5 The Faculty Senate

a) The Faculty Senate is the governing body for all decisions made by the faculty. All faculty committees report to the Faculty Senate.

b) Voting membership in the Faculty Senate includes all "regular faculty" as defined at 2.1. The Dean and President are non-voting members, except the Dean may vote to break a tie. Other members of the seminary community may on occasion be requested by the Senate to attend and present reports.

c) In consultation with the faculty, the Dean will prepare in advance of each academic year a schedule for the meetings of the Faculty Senate, which normally convenes once a month (September-May). Special meetings of the Faculty Senate can be convened by the Dean with 48 hours notice to the faculty in order to deal with specific, time-sensitive issues of importance. The Dean determines the agenda, chairs the meeting, and is responsible for ensuring that minutes are recorded for the Faculty Senate. Minutes of each meeting of the Faculty Senate will be kept in the Dean’s office and archived in the library, but made accessible only to faculty, administration, and trustees.

1.6 Faculty Senate Committees

a) All standing and ad hoc faculty committees at PTS are established by and report to the Faculty Senate, except the Rank and Tenure Committee (see 1.7g). The Trustees have authorized the Rank and Tenure Committee to carry out its special tasks. The purpose of the committees is to assess and improve the Seminary’s various academic programs, policies, and procedures. The adoption of resolutions to that end requires a majority vote by the faculty at a regularly scheduled meeting of the Senate.

b) Prior to the first Faculty Senate meeting of the academic year—usually held in early September—the Dean will present his or her slate of nominees for service as committee chairs and for general membership of each standing or ad hoc committee for the new academic year (except the Rank and Tenure Committee). The faculty will consider and take action on the nominations. Each chair, in consultation with the Dean and committee members, will establish a meeting schedule for the academic year and will report committee work to the Faculty Senate on a monthly basis.

1.7 Standing Committees

Standing Committees of the faculty, listed below, normally meet in the fall and spring semesters to engage their various responsibilities, reporting monthly to the Faculty Senate.

a) Master’s Committee. The Master’s Committee oversees the various master’s level academic programs offered by the school. The Dean normally meets with this committee, but without vote.
b) DMin Committee. The DMin committee oversees the Seminary’s Doctor of Ministry degree program. The director of the DMin program sits on this committee with vote. The Dean normally meets with this committee, but without vote.

c) Teaching with Technology Committee. The Teaching with Technology Committee monitors the use of technology in on-campus and online education and, in consultation with Seminary administrators, makes recommendations concerning the acquisition and maintenance of computer hardware and software appropriate for achieving our institutional objectives. The committee also makes recommendations concerning best practices and policies relevant to teaching with technology and related faculty development needs.

d) Committee on the Assessment of Student Learning. The Committee on the Assessment of Student Learning is charged with the task of monitoring the effectiveness of the Seminary’s assessment program, analyzing the data we gather in the process, and recommending ways to enhance the culture of improvement in the Seminary.

e) Library Committee. The Library Committee oversees library acquisitions and policy. The Library Committee shall consist of no more than three faculty members, a student appointed by the Community Council, one administrator appointed by the President, and the Director of the Library, who will serve ex officio, with vote.

f) Worship Committee. The Worship Committee oversees the liturgical life of the Seminary community. In cooperation with the Director of the Chapel and the Chaplain of Seminary Community, the committee recommends policies and practices relevant to the chapel and related services and programs.

g) Rank and Tenure Committee.

1) The Rank and Tenure Committee is made up of tenured faculty members plus one non-tenured tenure-track faculty member, if there is such, elected annually by the non-tenured tenure-track faculty members at the first meeting of the academic year of the Faculty Senate. The number of tenured faculty members serving on the committee shall not exceed five. Should there be more than five tenured faculty members on the faculty, the tenured faculty will elect each year five of their members to serve on the committee.

2) The Dean meets with the Rank and Tenure Committee, but does not have a vote, even if the Dean has tenure. Full-time administrators who have tenure shall be ineligible to serve on the Rank and Tenure Committee or to have a vote.
The Rank and Tenure Committee is charged with the role to oversee faculty responsibilities and privileges as well as the integrity of the Seminary and its policies regarding faculty. Its duties include the following:

i) It is authorized by the Trustees to develop, with the approval of the Faculty Senate, and interpret the policies in the faculty handbook. In that capacity, it reports to the Board of Trustees, normally through the agency of the Dean or Faculty Representative or a designated member of Rank and Tenure.

ii) It oversees the tenure and promotion process as outlined herein and reports its recommendations regarding tenure and promotion to the President.

iii) It oversees the sabbatical approval process and reports its recommendations regarding sabbaticals to the Faculty Senate.

1.8 Ad Hoc Committees

When appropriate, an ad hoc committee or special taskforce may be recommended by the Dean and established by an act of the Faculty Senate. Normally such committees are constituted for a specified period of time and for a specific purpose, clarified in the committee's formal charge (e.g., to serve as a faculty search committee, a Self-Study Steering Committee; or a Hearing Committee for a possible case of academic misconduct.

2. Faculty Appointments

2.1 Regular Faculty Appointments

a) The term “regular faculty” refers to all faculty members who have continuing teaching contracts. They are voting members of the Faculty Senate. Categories of members of the Faculty Senate include:

1) Faculty employed full-time/teach full-time;

2) Faculty employed full-time/teach part-time;

3) Other officers of the seminary if given faculty status.

b) The conditions of a regular faculty appointment, as determined by the President and/or Dean in consultation with the faculty, shall be stated in a contractual letter at the time of first appointment, and a copy shall be given to the faculty member for his/her signature. Any subsequent modification of the appointment shall be stated in writing and a copy shall be given to the faculty member for his/her signature. An
annual letter of call will confirm renewal of appointment and establish salary for the next fiscal year.

2.2 Joint Administrative-Faculty Appointments

a) A faculty member may be called to a position that includes administrative responsibilities. If the current conditions of the appointment define the position as at least 3/5 teaching, the person is considered a full-time regular faculty member and is governed by employment policies for full-time regular faculty.

b) If the current conditions of appointment define the position as less than 3/5 teaching, the person is considered a part-time regular faculty member and is governed by employment policies for administrators and part-time faculty.

2.3 Affiliate Faculty Appointments

The Seminary occasionally employs qualified scholars to serve as part-time affiliate members of the faculty in order to address specific curricular, diversity, or formational needs. Normally, affiliates teach a minimum of six semester-hours per year on two-year contracts. Initial appointments and renewals recommended by the Dean are approved by the Faculty Senate (in which affiliate faculty members have no voice or vote).

2.4 Adjunct Faculty Appointments

The Seminary occasionally employs qualified part-time adjunct instructors to address specific curricular, diversity, or formational needs. Normally, new adjunct faculty members are appointed by the Dean to teach in an initial, trial semester. Prior to any reappointment, they should be approved by the Faculty Senate (in which adjunct instructors have no voice or vote).

2.5 Special-Appointment Faculty

Special-appointment faculty members are appointed by the Dean on an annual basis and are non-tenure-track. These may be, but are not necessarily limited to the appointment of retired faculty, visiting professors, special lecturers, research associates, artists-in-residence, or other appointments limited to a brief association with the Seminary.

3. Faculty Responsibilities

3.1 Faculty Teaching Load

a) The normal classroom or online teaching load for a full-time member of the regular faculty is fifteen semester-hours per year, plus negotiated non-classroom instructional responsibilities (e.g., advising an MTS thesis, serving as a reader for a
DMin project, or offering a guided readings course). This includes all teaching in fall, spring, or summer terms at either the master’s or doctoral level.

b) If an instructor’s announced course fails to make for any reason, and if that course was expected to contribute to the faculty member’s full load, s/he must consult with the dean to arrange to teach a substitute course at a later time in order thereby to satisfy his or her normal teaching load. In extraordinary situations, an agreement on some alternative form of equivalent service to the Seminary may be reached.

3.2 Faculty Overloads

Faculty loads are established by policy for full-time regular faculty and, for all others, are specified in their contractural letter. Faculty members who teach more than a full load in an academic year will be compensated. The Dean is responsible for making course assignments and negotiating with faculty members regarding teaching overloads. Overload compensation is paid only after the faculty member completes her or his annual teaching load. An upper limit may be imposed on the number of approved overload assignments for which a faculty member may be compensated.

3.3 Non-classroom Instructional Responsibilities

As indicated above (3.1), in addition to their classroom teaching assignments, full-time regular faculty members are expected to accept non-classroom teaching assignments within their faculty load each academic year. Faculty members will be compensated at a rate set by the administration for overloads of non-classroom teaching responsibilities.

3.4 Shared Teaching Responsibilities

Faculty members who are permitted to jointly teach a class may receive full credit toward their respective annual teaching loads only if they equally share all responsibilities for course planning and instruction, student advisement, and the grading of academic work. All details of the arrangements must be approved in advance by the Dean.

3.5 Academic Advising

All full-time regular faculty members are responsible for academic and vocational advisement of master’s and doctoral level students as assigned by the Dean. Faculty members are expected to advise students during announced registration periods, to review student portfolios, and to be available for advising at other times as needed. These advising responsibilities are suspended during periods of leaves.

3.6 Student Access to Faculty Members for Advisement and Counsel

Faculty members are expected to be accessible to students for academic advisement throughout the academic year, although practical opportunities for such
may be limited at certain periods of time. This advisement may be accomplished by various means, which includes arranged office hours, correspondence, online communication, and telephone conversation. While schedules will vary, faculty members are expected to participate in and provide support for a variety of community life activities, the great majority of which, of course, occur during the fall and spring semesters.

3.7 The Faculty Senate

Participating in all scheduled and called meetings of the Faculty Senate is both an important privilege and responsibility of all regular members of the PTS faculty. In these meetings, faculty members share creatively in the continual assessment and improvement of instruction, development of courses and academic programs, and other issues important to achieving the Seminary’s mission. If a faculty member is unable to attend a Faculty Senate meeting, s/he is expected to seek advance permission from the Dean to be absent. If a faculty member is unable to attend a scheduled meeting of a standing committee or ad hoc committee which reports to the Faculty Senate, s/he is expected to contact the chair of the committee in advance.

3.8 Faculty Absences

All members of the faculty are obligated to be on time in beginning and ending class sessions, as well as to be present for the entire period of all scheduled sessions. If a faculty member is unable to meet a class, or part of a class, for any reason, s/he should advise the Dean immediately. If possible, in consultation with the Dean, the faculty member should make appropriate arrangements for the class session.

3.9 Class Times and Locations

All classes are expected to meet promptly at the specific time and place for which they have been scheduled. Changes may be made only with the prior approval of the Dean. Maintaining online class schedules and deadlines is expected.

3.10 Weather-related Class Cancellations

Weather-related cancellations are approved by the Dean and are communicated at the earliest possible time to all persons concerned through notices posted on the Seminary’s website and recorded messages placed on the PTS telephone answering system. Although on-campus classes may be delayed or cancelled due to bad weather and hazardous travel conditions, in most cases, online classes are expected to proceed unaffected.

3.11 Online Courses

Issues described above in 3.8-10 will be addressed differently for online courses commensurate with the intent of the policies for face-to-face courses. Policy recommendations for online courses will be developed by the Teaching with
Technology Committee in consultation with the Dean and brought before the Faculty Senate for approval.

3.12 Academic Regalia and Special Occasions

It is the duty of each member of the faculty to participate in official academic processions with correct academic attire. Attendance at Commencement in May is particularly important. If extraordinary circumstances make it impossible for a faculty member to participate in Commencement, or any other important event at which the President or Dean indicates attendance is important (e.g., meal functions during on-campus meetings of the Board of Trustees; lecture series; continuing education workshops) s/he is expected to seek advance permission from the President or Dean to be absent.

4. Rank and Tenure Policies

4.1 Academic Freedom and Responsibility

a) PTS supports and encourages freedom of inquiry for faculty members and students so they may responsibly pursue the advancement and transmission of knowledge and understanding through teaching, learning, research, discussion, publication, and service free from internal or external restraints that would unreasonably restrict their academic endeavors. PTS has a responsibility to protect faculty and students in their responsible exercise of the freedom to teach, to learn, and otherwise to seek and speak the truth.

b) The tenure system emphasizes that the Seminary values academic freedom. However, all faculty and administrators, both tenured and non-tenured, are entitled to full freedom in their teaching and research activities and to the right of any citizen. This freedom carries with it a corresponding responsibility, since others may judge both the profession and the Seminary by a teacher’s words and actions. Members of the faculty and administration are expected to recognize that accuracy, forthrightness, and dignity benefit their association with the Seminary and their position as men and women of learning. Therefore, a faculty member should exercise reason and restraint in his/her personal opinions that do not necessarily reflect those of the profession or the Seminary.

c) Faculty and students share in the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected.

4.2 Purpose of Tenure

a) The purpose of tenure at PTS is to ensure that the institution remains able to offer a quality faculty that is dedicated both to the pursuit of knowledge and teaching excellence within the context of the church’s mission to the world. The tenure
process contributes to a shared vision for the faculty and for the individual members the freedom and support necessary for the exercise of their scholarly vocations. The tenure process takes faculty diversity into consideration in meeting all evaluative criteria.

b) The granting of tenure means that the Seminary formally acknowledges the faculty member’s competency in meeting the standards and expectations of the Seminary. Tenure implies that the Seminary has confidence that the faculty member meets, and throughout his/her teaching career will continue to meet, the standards of the profession. The granting of tenure indicates that the Seminary anticipates that it will have need for the services of the faculty member for the indefinite future and the employment will be terminated only for good cause. Properly administered, a tenure system provides the Seminary with institutional stability and academic excellence by offering the guarantees of reasonable job security, academic freedom, and fair treatment necessary to attract and keep the best faculty. It does not guarantee permanent employment to faculty members without regard to their performance or institutional needs. Since certain criteria must be met before tenure is granted, a tenure-track faculty member is expected to develop his/her capabilities if s/he wishes to be considered for tenure.

4.3 The Board of Trustees and Tenure Recommendations

Tenure is conferred by the PTS Board of Trustees on recommendation of the President. This document outlines the procedures of the Rank and Tenure Committee in advising the President on that recommendation.

4.4 Definition of Faculty Ranks

a) The rank of Professor normally is granted to persons who have a Ph.D. or appropriate terminal degree, have been teaching for a period of at least six years at the rank of Associate Professor, and meet the criteria for promotion (4.14.b).

b) The rank of Associate Professor normally is granted to persons who have a Ph.D. or appropriate terminal degree, have been teaching for a period of at least five years at the rank of Assistant Professor, and meet the criteria for promotion (4.14.a).

c) The rank of Assistant Professor normally is granted to persons who have a Ph.D. or appropriate terminal degree and less than six years of teaching experience and who are employed by the Seminary in a tenure-track position. Normally persons holding the rank of Assistant Professor will not be promoted in rank until such time as they might be granted tenure.

d) The rank of Instructor may be granted to persons who hold at least a master’s degree. While at the rank of Instructor, a faculty member is not eligible for tenure or tenure-track status.
e) The rank of Emeritus/a may be accorded to PTS faculty who have given extraordinary service to the Seminary and who have been employed at least ten years. Recommendations for emeritus/a status should proceed from the Rank and Tenure Committee.

f) Administrators who are not regular faculty may be given faculty rank without tenure, commensurate with their academic credentials.

4.5 The Criteria for Tenure and Promotion

The underlying criterion for both tenure and promotion is the exhibition of a consistent pattern of scholarship that makes an ongoing contribution to the candidate’s chosen discipline(s) and to the mission of the church. Scholarship should be understood in a broad sense as explained below in the areas of competence and indicate a high level of disciplined reflection and praxis.

The following areas of competence, considered in all tenure decisions, are to be taken as a whole rather than piecemeal in forming a judgment. These are to be understood in a developmental sense and not a prescriptive sense. These four areas are the primary areas of concern in reaching a tenure decision. The balance between these areas is not predetermined. The signs are meant to help the candidate elaborate and express as an ongoing project their own scholarly path which can then form an evaluative basis for the committee’s judgment. They point to what the committee has found to be signs of scholarship, but they are not the sole markers of the quality that PTS seeks. Furthermore the signs indicate quality in these areas but are not the exclusive signs of quality. The candidate is encouraged to articulate an individual understanding of the balance between the areas and appropriate signs of quality.

a) Teaching Effectiveness

Suggested signs:
--Student evaluations.
--Faculty evaluations, especially from those who teach in related areas, to be presented at the time of tenure and rank review.
--Concern for and self-evaluation of teaching.
--Participation and cooperation in the ongoing evaluation of teaching and learning.

b) Contribution to One’s Academic Discipline

Suggested signs:
--Projection of a plan of scholarly and intellectual development.
--Appropriate academic degrees.
--Active participation in regional and national meetings of professional societies.
--Publications that make a contribution to one’s scholarly discipline(s).
c) Service to the Goals and Mission of the Seminary

Suggested signs:
--Engagement in the theological task from the point of view of one’s own discipline(s) and the culture in which we live.
--Advising of and interchange with students.
--Participation in appropriate activities of the faculty.

d) Contribution to the Mission of the Church

Suggested signs:
--Participation in the church’s reflection on its mission and the interface between the theological disciplines and their socio-cultural context.
--Participation in church and community life and service.
--Articulation of an integrated vision of Christian life and practice.

4.6 The Faculty Portfolio

The faculty portfolio is the basis for reviews related to tenure, regular review of tenured faculty, and promotion. The portfolio will be maintained by the faculty member and will include the following:

(a) Current professional trajectory statement and curriculum vitae.

(b) Evidence selected and collected by the faculty member to support the trajectory statement.

4.7 Professional Trajectory Statement

The trajectory statement will:
- identify key intellectual/experiential influences;
- define a coherent and consistent pattern of scholarship that makes an ongoing contribution to the faculty member’s chosen discipline(s) and to the mission of the church;
- discuss future projects, concerns, and interests;
- propose a schedule for tenure application (tenure-track faculty only).

It should include an abstract that summarizes the overall statement and a delineation and discussion of the evidences that will accompany the portfolio proper (4.6.b).
4.8 Approval Process and Schedule for the Trajectory Statement

a) Normally, the tenure-track faculty member will present a trajectory statement to the Rank and Tenure Committee by January 15 of the first year of tenure-track teaching.

b) The Rank and Tenure Committee will offer feedback by March 15 of the same year.

c) By January 15 of the second year of tenure-track teaching, the faculty member will submit a trajectory statement with revisions as appropriate, in view of the counsel offered by the Rank and Tenure Committee.

d) By the end of the second year, the Rank and Tenure Committee and the faculty member are expected to reach agreement on the trajectory statement. In cases where the review process is shortened because a tenure-track faculty member has teaching experience (post terminal degree) for a period of time before being hired by PTS, the terms of the review process will be negotiated with the Dean in consultation with the Rank and Tenure Committee at the time of hiring.

e) Since scholarly trajectories evolve, they naturally will require periodic revision. Normally, those revisions will be made at scheduled trajectory statement or portfolio reviews. The Rank and Tenure Committee will affirm the revised trajectory statement or negotiate further revisions as part of the process of review. In all cases where a trajectory statement is submitted for review, it should be updated to correspond with the current status of the faculty member's career trajectory.

4.9 Trajectory Statement and Portfolio Reviews

Faculty trajectory statement and portfolio reviews occur at the following times:

a) A tenure-track faculty member will present his/her trajectory statement and CV annually for review by the Dean and the Rank and Tenure Committee. At the time of application for tenure, the full portfolio will be presented.

b) A tenured member of the faculty will present his/her trajectory statement and CV for review by the Dean and the Rank and Tenure Committee in support of all sabbatical applications. Every seven years the full portfolio will be presented for review, normally in combination with a sabbatical application.

c) A full portfolio is presented for review at the time of application for promotion in rank.

d) Tenured faculty members may also request a trajectory statement or portfolio review by the Dean and the Rank and Tenure Committee at times other than the normally scheduled times.
4.10 Review Process for Tenure-Track Faculty

a) Tenure-track faculty will present their trajectory statement and CV to the Dean annually by January 15. If a tenure-track faculty member has an approved sabbatical during a spring semester, then the trajectory statement and CV will be presented for review on September 15 of the semester after the sabbatical semester.

b) The Dean will forward the trajectory statement and CV to the Rank and Tenure Committee as soon as possible.

c) The Rank and Tenure Committee will discuss the faculty member’s trajectory statement and CV and progress toward tenure.

d) The Chair of Rank and Tenure will write a letter, in consultation with all committee members, summarizing the evaluation and counsel of the committee. The letter will be sent to the faculty member with a copy to the Dean by March 15 for a spring review or November 15 for a fall review.

e) The Dean and the Chair of Rank and Tenure will meet with the tenure-track faculty member by March 31 for a spring review or November 30 for a fall review to interpret the letter and, where necessary, offer additional counsel, giving the faculty member an opportunity to respond. After the meeting, the Dean will write a letter to the faculty member summarizing the tone and substance of the meeting.

f) The faculty member has the right to respond in writing.

g) The Rank and Tenure letter, the Dean’s letter, and any written response of the faculty member constitute the basic paper trail of the annual trajectory statement and CV review and will be kept in the faculty member’s permanent academic file (see 8.4).

4.11 Tenure Probationary Period

a) The probationary period allows a new regular faculty member to develop and demonstrate qualities desired of tenured faculty and to become aware of the goals, policies, and procedures of the Seminary. The probationary period also provides the opportunity for the Seminary to make an informed judgment about the new faculty member’s ability and promise. During this probationary period, the new faculty member should be encouraged and assisted by the Rank and Tenure Committee and other colleagues.

b) Time Limit. The probationary period shall not exceed seven years. The completion of seven years on the faculty without due notification of termination has been viewed by the courts as being tantamount to automatic tenure. It is the intent of the Seminary to ensure that every decision to award tenure is a positive, intentional decision and that no situation of “automatic” tenure develop.
c) **Time Accumulated at Another Institution.**
The length of the probationary period may be adjusted in cases of persons who have previously demonstrated extraordinary academic credentials and experience. A person coming from another institution may have the probationary period reduced, if approved by the Seminary and stated in writing at the time of first appointment. Furthermore, in some cases, the probationary period may be waived by the President for respected senior scholars, after consultation with the Dean and the Rank and Tenure Committee.

d) Normally, PTS will recognize tenure granted by another appropriately accredited university or Seminary.

### 4.12 Application for Tenure

#### 4.12.1 Tenure Application Materials.
The application for tenure will include the following:

a) The candidate’s faculty portfolio as described in 4.6.

b) Letters of recommendation, requested and collected by the Dean, including two letters from established scholars outside PTS, suggested by the candidate; at least one letter from an established scholar outside PTS, suggested by the Rank and Tenure Committee in consultation with the candidate.

c) Student evaluations of all classes taught by the candidate at PTS, to be collected and added to the application by the Dean.

#### 4.12.2 Tenure Application and Decision Timeline.
The following procedure is to be followed in the year of application for tenure:

a) The application must be completed and submitted to the committee either by January 15 (timeline a) or by September 15 (timeline b) of the year of eligibility; the application completion date is to correspond to the semester of eligibility of the candidate, and can vary based on the probationary period of the individual candidate (see 4.11, 5.3.f, 9.h).

b) The candidate will present suggestions for recommendation letters to the Dean by November 15 (timeline a) or April 15 (timeline b).

c) The Rank and Tenure Committee will present its suggestion for a recommendation letter to the Dean by November 15 (timeline a) or April 15 (timeline b).

d) The Dean will contact recommenders and ask for letters to be returned by December 31 (timeline a) or August 15 (timeline b).
e) The Dean will also invite PTS faculty members to submit letters of evaluation by December 31 (timeline a) or August 15 (timeline b).

f) The candidate may also request recommendation letters from specific PTS faculty members.

g) The Dean will collect and present student and faculty course evaluations, with the Dean’s comments and the candidate’s responses.

h) The candidate will present the portfolio to the Dean by January 15 (timeline a) or September 15 (timeline b).

i) The Dean will present the completed application for tenure to the Rank and Tenure Committee by January 15 (timeline a) or September 15 (timeline b).

j) The Rank and Tenure Committee will make a written report and recommendation to the President through the Dean no later than March 15 (timeline a) or November 15 (timeline b). The Chair of Rank and Tenure will meet with the candidate to deliver and discuss the committee’s report and recommendation.

k) In the case of a negative recommendation, the candidate has the right to appeal (4.12.3).

l) The Dean will forward his/her recommendation to the President, along with the recommendation of the Rank and Tenure Committee. The Dean will copy the recommendation to the candidate and the Rank and Tenure Committee.

m) The President will make a recommendation to the Board of Trustees at the February or May meeting and inform the candidate, the Dean, and the Rank and Tenure Committee of his/her recommendation.

n) The President will write an official letter informing the candidate, the Dean, and the faculty of the decision of the Board.

4.12.3 Appeal of a Negative Tenure Recommendation

a) The faculty member may appeal a negative tenure recommendation by the Rank and Tenure Committee.

b) The candidate will have until March 31 (timeline a) or November 30 (timeline b) to appeal in writing to a committee made up of the Chair of Rank and Tenure, the Dean, the President, and the Chair of the Board of Trustees.

c) The appeals committee will issue a written report to the candidate by April 15 (timeline a) or December 15 (timeline b).
4.13 Review of Tenured Faculty

4.13.1 Rationale for the Review of Tenured Faculty

a) Election to tenure conveys both (a) an acknowledgment of an actually achieved level of competence and performance and (b) an expectation that at least the same level of competence and performance will be sustained by the individual while employed by PTS. In accepting tenure, the faculty member acknowledges the Seminary’s expectation and need for continued excellence. This makes the award of tenure extremely important for the individual faculty member and for the Seminary.

b) Tenure is not the right to continued employment without conditions. Rather, it is the right to continued employment on the assumption that the above expectations will continue to be met. Also, it is assumed that the faculty member will continue to develop and grow, to improve and/or redirect competence as the appointment continues.

c) The teaching faculty has an interest in the credible maintenance of the professional standards expressed in the criterion for tenure. The credibility of the faculty’s professional quality is seriously undermined when tenure is used to protect professional incompetence and mediocrity. It is proper, therefore, that both the Seminary and the faculty maintain an effective procedure for the regular review of tenured faculty members. The Rank and Tenure Committee will oversee this process and insure that all tenured faculty members are reviewed as specified every seven years.

d) The review procedure should incorporate due process and provide clear and reliable means for the continuing nurture of the faculty member. It should not be used as a covert method of vitiating tenure and academic freedom. Nor should it be construed as a “renewal” of tenure as though tenure had been temporarily suspended and then re-conferred. A tenured faculty member retains continuous tenure until such time as s/he either resigns or is terminated based on the procedures outlined below (4.16.4, 4.17, 4.18).

e) The primary objective of the regular review is to help each individual evaluate his/her current performance and to provide assistance in areas which might be weak or need improvement.

4.13.2 Basic Principles for the Review of Tenured Faculty

a) Each tenured faculty member shall have his/her performance thoroughly reviewed on a seven year cycle, normally in connection with a sabbatical proposal until such time as s/he may retire or otherwise departs from the Seminary. Under exceptional circumstances, the scheduled sabbatical may be postponed or otherwise adjusted by mutual agreement of the faculty member and the Seminary. In such cases, the Rank and Tenure Committee, in consultation with the Dean and the faculty member,
may adjust the schedule of the regular review. The rescheduled review shall take place no later than seven years after the last regular review.

**b)** The criteria for tenure and promotion, illustrated by the areas of competence for tenure and promotion, provide the standard for review of tenured faculty. The faculty portfolio provides the basis for the committee’s evaluation of performance.

c) It shall be the responsibility of the Dean to give written and due notice to the faculty member of his/her upcoming review.

d) It shall be the responsibility of the faculty member to see that his/her portfolio contains up-to-date material.

### 4.13.3 Possible Results of the Review of Tenured Faculty

**a)** As a collegial assessment designed to encourage professional excellence, the regular review will evaluate strengths, identify concerns, and make any recommendations for improvement that the committee deems appropriate.

**b)** In cases where the Rank and Tenure Committee has serious concerns about an area of professional competence, including failure to fulfill faculty obligations, the committee may identify necessary improvements, set measurable goals, and establish a timetable for the committee to review progress on a plan of professional development.

**c)** In cases where the committee finds a serious collapse of professional competence, including failure to fulfill faculty obligations, as defined in the criteria for tenure and illustrated in the areas of competence for tenure and promotion, the committee may recommend that the President initiate the procedures for discipline or termination of a tenured faculty member for adequate cause (4.18).

### 4.13.4 Procedures for the Review of Tenured Faculty

**a)** Before April 1 of the academic year proceeding the academic year of review, the Dean shall notify the faculty member in writing of the upcoming review and shall convey instructions and confirm deadlines.

**b)** The faculty portfolio is the basis for the review. The faculty member shall submit the complete portfolio to the Dean by October 15 in the academic year of the review, normally at the same time as and along with a sabbatical proposal review.

**c)** The Chair of the Rank and Tenure Committee shall invite the President and faculty colleagues to provide written input for the committee regarding the faculty member’s performance inside and outside the Seminary.
d) By October 15, the Dean shall transmit the faculty portfolio to the Chair of the Rank and Tenure Committee, along with student evaluations for the period under review and the President’s and faculty colleagues’ written input. The Dean shall also provide a written evaluation of the faculty member’s professional performance during the period under review. The Dean shall ensure that copies of the President’s written input and the Dean’s written evaluation are sent to the faculty member.

e) By December 1, the Rank and Tenure Committee, based on the documents provided, shall complete its review, which shall include a personal interview with the faculty member for the purposes of discussing the committee’s findings and recommendations and determining ways the Seminary might support the faculty member’s continued professional development. After the interview, the Rank and Tenure Committee shall provide a written report to the Dean and the faculty member. The faculty member may provide a written response to the Rank and Tenure Committee report. The Dean shall forward the committee’s report and the faculty member’s response to the President and attach such comments and recommendations as the Dean deems appropriate. The Dean shall provide the faculty member a copy of the Dean’s comments and recommendations.

f) The President shall receive the committee’s report, the faculty member’s response, and the Dean’s comments and recommendations. The President shall provide his/her own written response to these documents and convey that response to the faculty member, the Rank and Tenure Committee, and the Dean. These documents shall then be placed in the permanent academic file of the faculty member.

g) If the President finds that adequate cause for discipline or termination exists, s/he shall initiate procedures for discipline or termination of tenured faculty (4.18).

h) The President or the Dean may direct the Rank and Tenure Committee to conduct a review at a time other than the scheduled time for regular review and to construct a plan of professional development.

4.14 Promotion in Rank

a) Promotion from Instructor to Assistant Professor normally occurs at the conferring of the terminal degree. Promotion from Assistant Professor to Associate Professor is concurrent with the granting of tenure. The procedure for promotion from Associate Professor to Professor is outlined below. All contractual adjustments will normally become effective at the beginning of the next fiscal year.

b) The criteria for promotion are applied as appropriate to the rank sought. The criteria for promotion are the same as the criteria for tenure as elaborated in the four areas of competence and their suggested signs (4.5). It is the obligation of the faculty member, in his or her self-evaluation, to make the case that his or her scholarly life has developed to the appropriate level for the rank under consideration.
4.15 Application for Promotion to Professor and Decision Timeline

a) Those who think that they are eligible for promotion in rank to Professor shall notify the Dean no later than October 1 of the year of application. If the application for promotion takes place at the same time as the faculty member’s scheduled regular review (4.13), then it will substitute for that review.

b) The application must include the following:

1) A letter of application in which the candidate makes a case for meeting the criteria for promotion (4.4.a, 4.5, 4.14.b). The letter should directly address these criteria.

2) An up-to-date faculty portfolio.

3) Student evaluations of all classes taught by the candidate at PTS for the period under review, to be collected and added to the application by the Dean.

4) Two supporting letters from scholars outside PTS. The two reviewers shall be agreed upon by the Chair of the Rank and Tenure Committee and the applicant no later than November 15. The chair will write to those so designated. The chair will also invite PTS faculty colleagues to submit voluntarily written evaluations of the candidate’s academic performance relative to the application for promotion. These letters will be collected by the chair and added to the completed application upon its submission by the candidate.

The completed application shall be submitted to the Rank and Tenure Committee by January 15.

c) The Rank and Tenure Committee will review the application and make a written report and recommendation to the President, with a copy to the candidate, no later than March 15. The Dean will also present a recommendation to the President.

d) The President will announce his decision regarding promotion no later than April 15.

4.16 Termination of a Faculty Appointment

4.16.1 Possible Circumstances for a Termination.
Termination of a faculty appointment can take place in the following circumstances/ways:

a) Resignation by the faculty member;

b) When the Seminary does not renew a probationary appointment;
c) When the Seminary does not grant tenure before the end of a probationary period;

d) By termination by the Seminary.

4.16.2 Termination of an Appointment by the Faculty Member
If a faculty member wishes to terminate her or his appointment with the Seminary, s/he should give notice in writing at the earliest possible opportunity. A notice one year in advance of the effective date of a resignation is most appropriate; six months in advance is considered minimal.

4.16.3 Termination by the Seminary: Non-Tenured Faculty
a) It is the responsibility of the non-tenured faculty member to demonstrate through his/her professional qualifications, competence, and performance that the Seminary should continue to offer the individual a position on the faculty. The Seminary shall not terminate any faculty member arbitrarily or capriciously, but neither shall the Seminary be mandated to give reasons for not rehiring as is the case with tenured faculty.

b) Notice of termination shall be given in writing to the faculty member:
   1) on or before March 15 of the first two years of appointment, in which cases the termination of the appointment is effective June 30 of the academic year of notice, or
   2) on or before December 15 of all succeeding years of the probationary period, in which cases the termination is effective June 30 of the academic year following the academic year of notice.

4.16.4 Termination by the Seminary: Tenured Faculty
a) In the case of tenured faculty, the burden of proof for establishing an acceptable reason for termination rests with the Seminary. The faculty member does not have a burden of proof for continued employment.

b) No tenured faculty member may be terminated without recourse to a process involving full and adequate review.

4.17 Termination of Tenured Faculty

4.17.1 Reasons for Termination of Tenured Faculty
Acceptable reasons for termination of tenured faculty shall be divided into two distinct classes:

a) Reasons of institutional exigency.
b) Reasons of adequate cause.

4.17.2 Termination in Cases of Institutional Exigency

a) Reasons for Terminations for Institutional Exigency

The appointment of a tenured faculty member may be terminated when there is:

1) A demonstrably bona fide financial exigency for the Seminary which cannot be alleviated by less drastic measures;

2) A discontinuance of an academic program not mandated by financial exigency.

b) Procedure for Terminations for Institutional Exigency:

1) Since reasons of institutional exigency are independent of the performance and person of the faculty member, the Seminary has a special responsibility to persons terminated for reasons of institutional exigency. The burden of proof rests with the Seminary to show that a reason of institutional exigency does apply to the case of the affected faculty member.

2) Notification of such termination shall be given in writing to the faculty member as soon as possible and never less than four months prior to the termination date.

3) Before terminating an appointment because of discontinuance of an academic program, a reasonable effort shall be made by the Seminary to place the affected faculty member in another position at PTS for which s/he is qualified.

4) An appointment terminated for institutional exigency shall not be filled by replacement within a period of two years, unless the released faculty member has been offered reappointment and given a period of 30 days within which to accept or decline.

4.17.3 Appeal of a Termination in Cases of Institutional Exigency

a) A faculty member may request that his/her termination for reason of institutional exigency be reviewed by the Rank and Tenure Committee.

b) The Seminary shall have the burden of making a clear and convincing case to the committee that an acceptable reason of institutional exigency does exist in the case of the affected faculty member.
c) The committee shall convey to the President via the Dean in writing its judgment concerning the alleged exigency. If the committee judges that clear and convincing proof of such exigency has not yet been presented by the Seminary, the President will be requested to present the committee’s judgment to the Board of Trustees.

d) The decision of the Board of Trustees shall be final.

4.18 Discipline or Termination of Tenured Faculty for Adequate Cause

a) The President, as chief executive officer of the Board of Trustees, has authority to discipline or terminate tenured faculty for adequate cause as defined in this document.

b) Procedures for the discipline or termination of tenured faculty for adequate cause are initiated by the President through the Dean. The Dean will inform the faculty member of the charges in writing and will indicate that the procedures for discipline or termination have been initiated.

c) If the President is deemed disqualified from the case for reason of bias or interest, the role of the President in all of these procedures shall be filled by the Chair of the Board of Trustees, in consultation with the Vice Chair and the Secretary of the Board. If the Dean is deemed disqualified from the case for reason of bias or interest, the President (or the Officers of the Board) shall appoint another administrator of suitable rank to take the role of the Dean in these procedures.

d) Adequate cause for discipline or termination will be related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers or researchers. Neither discipline nor termination will be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens. Adequate cause includes the violation of the PTS Statement on Professional Ethics for Faculty. Adequate cause may also include, but is not limited to, such specific issues as harassment of students, faculty, and staff; plagiarism or other forms of academic misconduct; serious non-collegial behavior; or failure to meet service or other obligations.

4.18.1 Procedures for Discipline

a) If the administration believes that the conduct of a faculty member, although not constituting adequate cause for termination, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction; the procedures outlined above in 4.18.1 will govern such a proceeding.

b) If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an
opportunity to persuade the administration that the proposed sanction should not be imposed.

c) A faculty member who believes that a sanction has been incorrectly imposed may petition the Rank and Tenure Committee for such action as may be appropriate.