

Draft 2017

NSU FACULTY HANDBOOK

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Northeastern
State University
Tahlequah,
Muskogee, & Broken
Arrow
Oklahoma

Revised July 2015 ~~2016~~ 2017

Effective October 2015 ~~2016~~ 2017

Northeastern State University

Tahlequah, Muskogee, & Broken Arrow Oklahoma

Revised July ~~2015~~ ~~2016~~ 2017

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Northeastern State University

Faculty Handbook

Approved: /s/_____
Steve Turner, President

Approved: /s/_____
Deborah Landry, Interim Provost and Vice President for Academic Affairs, Vice President

The policies of this Handbook are to be construed in harmony with the policies of the Regional University System of Oklahoma (RUSO). Current policies of the Regional University System of Oklahoma supersede any policy stated in this Handbook to the extent that they conflict. Material drawn from the Regional University System of Oklahoma's *Policy Manual* is noted. The policies of this Handbook are severable. If one or more provisions of this Handbook or the applicability of any such provisions to any set of circumstances shall be determined by a court of competent jurisdiction to be invalid, such determination shall not affect the validity and enforceability of the remaining provisions. These policies can only be amended, revoked or waived in writing by the President of the University. The University retains the right to change any of the provisions in this Handbook at any time. The Handbook is a guide, not a contract. Additional policies applicable to faculty members may be found in the Northeastern State University Employment Handbook: (<http://offices.nsuok.edu/humanresources/Resources/Handbooks/EmploymentHandbook.aspx>). These policies have not been included in the Faculty Handbook due to the fact that they apply to all NSU employees.

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1.0 BACKGROUND INFORMATION ON NORTHEASTERN

1.1 Brief History

Northeastern State University (NSU) has a long and colorful heritage dating back to what was one of the first nationally-planned systems of education, that of the Cherokee Nation. The Constitution of the Cherokee Nation states: "Religion, morality, and knowledge being necessary for good environment, the preservation of liberty, and the happiness of mankind, schools and the means of education shall forever be encouraged in this nation." To implement that provision, the Council, in 1846, passed the act: "Be it enacted by the National Council that all facilities and means for the promotion of education by the establishment of schools, and the diffusion of general intelligence among the people shall be afforded by legislation commensurate with the importance of such objects and the extent of public finances." Construction of the buildings for two seminaries began in 1847. The Cherokee National Male Seminary opened on May 6, 1851, and the Cherokee National Female Seminary opened the following day. Except for a period beginning just before and ending with the Civil War, these institutions were in operation until Oklahoma became a state. In 1909, the state of Oklahoma purchased the Cherokee Female Seminary and, on September 14, 1909, opened Northeastern State Normal School in Seminary Hall on the site of the present campus. Tracing its origins to 1851, Northeastern is the second-oldest public institution of higher education west of the Mississippi River.

The act of the State Legislature of Oklahoma that provided for the creation and location of Northeastern State Normal School at Tahlequah, and for the purchase from the Cherokee Tribal Government of the building, land, and equipment of the Cherokee Female Seminary, stated that the school was to be "for the exclusive purpose of the instruction of both male and female persons in the art of teaching and in all various branches that pertain to a good common school education,...to give instruction in the theory and practice of teaching, in the fundamental laws of the United States, and in what regards the rights and duties of citizens."

As previously authorized by an act of the State Legislature, the State Board of Education, the then governing board of the school, took action in 1919 to make a name change from "Normal School" to "Teacher's College." Northeastern State Teacher's College also was authorized to provide a four-year curriculum leading to the bachelor's degree. In 1939, the Oklahoma Legislature changed the designation to Northeastern State College in an act stating that it was "authorized to offer courses in the various educational branches and shall not be confined to the purpose of educational ...subjects and in addition thereto, may establish such other departments as may be necessary to offer a full and complete course for the higher education of students in all branches."

A constitutional amendment adopted in 1941 created in Oklahoma a unified system of higher education, the Oklahoma State System of Higher Education, which embraces all state-supported institutions of higher learning. This system is coordinated by the Oklahoma State Regents for Higher Education.

On January 25, 1954, the Oklahoma State Regents for Higher Education authorized the college to institute a program leading to the degree of Master of Education beginning on June 1, 1954. On May 4, 1974, Governor David Hall signed a bill changing the name of the institution to Northeastern Oklahoma State University effective August 16, 1974. In the fall semester of 1982, Northeastern joined with the University of Oklahoma, Oklahoma State University, and Langston University to begin offering junior- and senior-level course work, and later graduate degrees, at the University Center at Tulsa. The first Doctor of Optometry degrees were awarded by Northeastern at the spring 1983 Commencement. In 1984 Northeastern began offering courses in Muskogee and, nine years later in March 1993, established a branch campus. On July 26, 1985, the Oklahoma Legislature approved a name change to Northeastern State University. In accordance with legislation passed by the State Legislature in 1998, Northeastern established a new campus in Broken Arrow, which began offering degree programs in the 2001/2002 academic year.

1.2 Missions and Goals

Northeastern State University is a comprehensive regional university governed by the Regional University System of Oklahoma (RUSO) within a state system coordinated by the Oklahoma State Regents for Higher Education (OSRHE).

1.2.1 Mission

Founded on the rich educational heritage of the Cherokee Nation, the campuses of Northeastern State University provide its diverse communities with lifelong learning through a broad array of undergraduate, graduate, and professional doctoral degree programs. With high expectations for student success, the University provides quality teaching, challenging curricula, research and scholarly activities, immersive

learning opportunities, and service to local and professional communities. The institution's dedicated faculty and staff offer a service-oriented, supportive learning environment where students prepare to achieve professional and personal success in a multicultural and global society. (Revised 2015)

1.2.2 Focused Mission Statement

We empower students, faculty, staff, and the community to reach their full intellectual and human potential by creating and expanding a culture of learning, discovery, and diversity.

~~We empower students to be socially responsible global citizens by creating and sustaining a culture of learning and discovery.~~

1.2.3 Vision Statement

Northeastern State University shapes the future of its region as the educational partner of choice, setting a standard of excellence by serving the intellectual, cultural, social and economic needs of the University's diverse communities. (Revised 2015)

1.2.4 Core Values

Integrity-NSU models integrity through ethical and intellectual behaviors and practices by advancing honesty, human dignity, and accountability.

Collaboration-NSU engages in collaboration through partnerships to create learning opportunities and promote educational and economic success.

Creativity-NSU advances creativity through exploration, innovation, critical inquiry, and intellectual freedom.

Leadership-NSU inspires leadership through its commitment to prepare and serve others.

Excellence-NSU pursues excellence by continually improving individually and as a community.

Communication-NSU advocates communication through the free flow of information and ideas.

Diversity-NSU values diversity and empowerment by promoting the rights of individuals and equal access to educational and enrichment experiences, respecting cultural differences, and ensuring equal opportunity.

1.2.5 Strategic Goals

To achieve its Mission and Vision Statements, Northeastern State University has established the following ~~six~~ ~~seven~~ goals. Executive officers of the University implement and monitor NSU's Strategic Plan, in collaboration with faculty and staff serving on a variety of NSU Committees. The Strategic Plan will be implemented in conjunction with the comprehensive Campus Master Plan.

Goal 1. Advance a culture of academic excellence and student success.

Goal 2. Secure and sustain the resources necessary to maximize the University's capacity for excellence.

Goal 3. Support economic development and community stewardship at the local, tribal and regional levels.

Goal 4. Honor our heritage as the cultural center of the region.

Goal 5. Engage in creativity and innovation.

Goal 6. Ensure institutional effectiveness through continuous improvement.

1.3 Boards of Control

1.3.1 Oklahoma State Regents for Higher Education

The Oklahoma State Regents for Higher Education (OSRHE) is a constitutional board of nine members appointed by the Governor and approved by the Senate, with one member's term expiring each year. This board confers all degrees, approves curricula and courses of study, prescribes academic standards, establishes student fees, and allocates funds to each institution for operation and maintenance from the legislative appropriations which are made to the board.

1.3.2 Regional University System of Oklahoma

The Regional University System of Oklahoma (RUSO) is a constitutional board of nine members, eight of whom are appointed by the Governor by and with the consent of the Senate. The ninth member is the State Superintendent of Public Instruction. Members of the Board serve nine-year staggered terms. The duties and powers of this Board are to make rules and regulations governing Northeastern and its sister schools, employ all persons in the service of these Universities, construct all buildings, and authorize the purchase of equipment and supplies.

1.4 Accreditation

Northeastern State University is accredited by The Higher Learning Commission. All programs offered by the University are approved by the Oklahoma State Regents for Higher Education and by the Regional University System of Oklahoma. A number of academic and professional programs also possess specialized accreditation through professional organizations and agencies. These programs and their respective accrediting bodies follow:

Undergraduate

Bachelor of Arts in Music -- National Association of Schools of Music (NASM)

Bachelor of Business Administration -- Accreditation Council for Business Schools and Programs (ACBSP)

Majors in Accounting, Business Administration, Finance, Management, Marketing, Information Systems, Hospitality and Tourism Management (HTM program also approved by the Professional Convention Management Association)

Bachelor of Music Education -- National Association of Schools of Music (NASM)

Bachelor of Science in Nutritional Sciences--Dietetics option -- Accreditation Council for Education in Nutrition and Dietetics (ACEND)

Bachelor of Science in Medical Laboratory Science -- National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)

Bachelor of Science in Nursing -- Accreditation Commission for Education in Nursing (ACEN),

Bachelor of Social Work -- Council on Social Work Education (CSWE)

Graduate

Master of Business Administration- Accreditation Council for Business Schools and Programs (ACBSP)

Master of Science in Accounting and Financial Analysis- Accreditation Council for Business Schools and Programs (ACBSP)

Master of Science in Counseling - Council for Accreditation of Counseling and Related Educational Programs (CACREP)

Master of Science in Nursing Education- Accreditation Commission for Education in Nursing (ACEN)

Master of Science in Occupational Therapy -- American Council for Occupational Therapy Education (ACOTE)

Master of Science in Speech/Language Pathology- American Speech-Language-Hearing Association (ASHA)

Education

All undergraduate and graduate educator preparation programs are accredited by the Council for the Accreditation of Educator Preparation (CAEP) and the Office of Educational Quality and Accountability (OEQA).

Undergraduate programs in Art Education, Cherokee Education, Early Childhood Education, Elementary Education English Education, Health & Physical Education, Mathematics Education, Music Education (Instrumental & Vocal), Science Education, Social Studies Education, Spanish Education, and Special Education

Graduate programs in Early Childhood Education, Instructional Leadership, Library Media and Information Technology, Mathematics Education, Reading Education, School Administration, School Counseling, Science Education, and Special Education - Autism Spectrum Disorders (ASD)

Doctoral

Doctor of Optometry -- Accreditation Council on Optometric Education/Member of Association of Schools and Colleges of Optometry

1.5 University Organization (See Appendix A)

1.5.1 President

The President is the chief executive officer and is responsible for the administration of the university. The President may delegate authority to selected administrators to facilitate management of the university while retaining the responsibility and accountability vested in the President. The President reports directly to the governing boards and is responsible for the determination and administration of all University policies.

1.5.2 Cabinet

Led by the President, the cabinet includes all executive administrators: Provost/Vice President for Academic Affairs, Vice-President for Student Affairs, Vice President for Administration and Finance, and the Vice President for University Relations.

1.6 Academic Organization (See Appendix A)

1.6.1 Provost/Vice President for Academic Affairs

The Provost/Vice President for Academic Affairs is the chief academic officer of the University and provides leadership for all areas relating to academic affairs. The Provost/Vice President is responsible for all academic degree programs, academic support services, and outreach (see Academic Organization chart, Appendix A). In the absence of the President, the Provost/ Vice President for Academic Affairs is responsible for making presidential decisions concerning university matters.

1.6.2 Academic Administrators

- a. Associate Vice President for Academic Affairs. The Associate Vice President coordinates various academic functions including: accreditation, academic policies and reports, academic calendars, university catalogs, academic planning, program planning and organizational maintenance, student learning assessment, faculty development, and student curricular issues. The Associate Vice President assists the Provost/Vice President with many other academic functions and collaborates with the Center for Teaching and Learning to accomplish faculty development goals.
- b. Assistant Vice President for Academic Affairs. The Assistant Vice President for Academic Affairs assists the Provost/Vice President for Academic Affairs in promoting and growing the research endeavors of NSU. The Assistant Vice President collaborates with the Office of Institutional Effectiveness, the Office of Research and Sponsored Programs and serves as the Research Integrity Officer (RIO) for the university.
- c. Executive Director of University Libraries. The Executive Director supervises all activities of the University Libraries provides direction for all library services and ensures that library efforts are coordinated internally and externally. Among other duties, these responsibilities include tailoring the libraries to meet the current and future needs of the University and serving as supervisor of the library faculty and staff.
- d. Branch Campus Administration. The administrators of NSU branch campuses report to the Provost/Vice President for Academic Affairs, and work with the college deans to establish a schedule of courses and program inventories that meet the needs of students served. They also provide administrative support for the extended campuses.
- e. College Deans. The Deans of the Colleges of Business and Technology, Education, Liberal Arts, Gregg Wadley Science and Health Professions, and Optometry coordinate and supervise academic programs and personnel, and provide leadership in the development of programs and activities related to the operation of their colleges. Also reporting to the Provost/Vice President of Academic Affairs is the Dean of the Graduate College and the Dean of the College of Extended

Learning.

- f. Registrar. The Registrar manages registration processes and services, maintenance of student records and information systems, certification of information to external agencies, implementation of class schedules and graduation audits. The registrar is charged with budget management, supervision of staff and serves as the authorized signatory for all transcripts and academic records. The registrar reports to the Provost/Vice President for Academic Affairs.
- g. Executive Director of International Programs. The Executive Director of International Programs is responsible for overseeing student and faculty experiences at international sites. The Director is also responsible for assisting in recruitment, processing, and retaining international students to facilitate matriculation through NSU's programs.
- h. Center for Teaching and Learning Director. The Director oversees the operations of the Center for Teaching and Learning in its mission to support teaching and learning through faculty development, academic technology initiative, and innovative instruction.
- i. Center for Tribal Studies Director. The Director of the Center for Tribal Studies is responsible for directing the operations of the Center for Tribal Studies. The Director oversees the development and implementation of strategic plans and programming to support American Indian/Indigenous student populations.

1.7 Administrative Support for Academic Organization (See Appendix A)

1.7.1 Vice President for Administration and Finance

The Vice President for Administration and Finance is responsible for Budgets and Accounting, Human Resources, Payroll, Business Affairs, Information Technology, Grants and Contracts and Purchasing.

- a. Director of Business Affairs. The Director of Business Affairs is responsible for leading the business affairs team charged with the operational functions associated accounts payable, travel, accounts receivable, purchasing, receiving, inventory, and imaging services. This position is responsible for overseeing strategic planning and implementation of business and finance strategies, and continuous improvement efforts.
- b. Assistant Vice President for Facility and Construction. The Assistant Vice President for Facility and Construction is responsible for University facilities, grounds, custodial services, utilities, energy conservation, renovation, and capital construction.
- c. Director of Budget and Accounting. The Director of Budgets is responsible long range financial planning, capital budget planning and budget administration.
- d. Chief Information Officer. The Chief Information Officer supervises the University's information technology infrastructure, instructional technology, and client support and enterprise systems.
- e. Director of Grants and Contracts Administration. The Director of Grants and Contracts Administration is responsible for all post-award activities related to extramural funding.
- f. Director of Human Resources. The Director of Human Resources assists in developing and executing policies regarding employment, promotion, affirmative action, conduct, termination, and other employment matters. The Director maintains records concerning a faculty member's job classification and employee benefits, and conducts in-service training programs.

1.7.2 Vice President for University Relations

The Vice President for University Relations is responsible for leading the University's efforts in

Communications and Marketing and Community/Government Relations.

- a. Director of Community and Government Relations. The Director of Community and Government Relations serves as the liaison between NSU and its many varied external partners to explore collaborations and opportunities to advance our regional service area.
- b. Director of Communications and Marketing. The Director of Communications and Marketing is responsible for all printed and electronic communications to ensure NSU's unique qualities and attributes are consistently described to all internal and external audiences.

1.7.3 Other Executive Administrators

Other executive administrators.

- a. General Counsel.
- b. Director of Public Safety. The Director of Public Safety is responsible for the University police department, campus safety and hazardous materials, parking and transportation and risk management.
- c. Special Assistant to the President.
- d. Director of Development.
- e. Athletic Director/Intercollegiate Athletics.

1.7.4 Vice President of Student Affairs

The Vice President of Student Affairs supervises services which enhance student life and co-curricular activities including Student Health Services, Counseling Services, Student Rights and Responsibilities, Student Activities and Organizations, Greek Life, Student Disability Services and the Northeastern Student Government Association. In addition to the administrators below, the Director of Student Affairs Branch Campuses, Director of Student Counseling Services, Coordinator of Student Rights and Responsibilities, Director of Student Activities, Director of Housing, and Director of Student Health Services report to the Vice President for Student Affairs.

The Vice President for Student Affairs oversees the student affairs service and co-curricular areas including Student Disability Services, Counseling Services, Student Health, Student Rights and Responsibilities, Violence Prevention, the Compliance Coordinator (Title IX), and Student Activities of which student organizations, Greek life, and the Northeastern Student Government Association are a part. The Vice President also oversees Enrollment Services, Student Financial Services, Career Services, Education Talent Search, TRIO Services, scholarships, and Auxiliary Services, including University Housing, The Riverhawk Wellness Center, mail and print services, Barnes & Noble, and Sodexo.

- a. Assistant Vice President for Enrollment Management. The Assistant Vice President for Enrollment Management is responsible for the offices of Admissions and Recruitment, Career Services, Education Talent Search, Scholarship, Student Financial Services, Student Support Services and the University Advisement Center.
- b. Assistant Vice President for Student Affairs. The Assistant Vice President for Student Affairs is responsible for Student Counseling Services, Student Assistance Coordination, and Division Initiatives Student Disability Services, The Violence Prevention Project, Student Rights and Responsibilities, Outreach and Prevention, Health Services, the Behavioral Intervention Team, Medical/Emergency Withdrawals, Special Admissions, and Division Initiatives.

1.8 Faculty Handbook Revision Process

The Faculty Handbook Committee will be composed of faculty and appropriate administrators. The Committee shall have the responsibility of updating the Handbook a minimum of every other year, prior to July 1, and shall conduct

major revisions at the request of the Provost/Vice President for Academic Affairs. Current copies of the Faculty Handbook are available on the NSU website.

2.0 FACULTY SERVICE

2.1 University Standing Committees

Most committees are established by the President acting on academic and administrative advice. Faculty, staff, students, and non-University persons may serve on these committees. Membership rosters and committee structure may change each year depending upon University needs.

2.1.1 Committees Appointed by the President

Each April, the Office of Academic Affairs sends out a list of the University standing committees to the colleges and faculty. Colleges identify representatives for the coming year. The Faculty Council and Northeastern Student Government Association also submit names of representatives to specific committees. These lists are compiled by the Office of Academic Affairs and forwarded to the Office of the President. Charges, meeting minutes, and rosters are kept in the appropriate executive office. NSU Standing Committees are:

Academic Council	Honors and Awards Ceremony
Admission Appeals	Honors Program Advisory Council
Affirmative Action	Institutional Animal Care & Use (IACUC)
American Democracy Project	Institutional Review Board (IRB)
American Indian Heritage	Jones-Mershon Tract
Athletics	Library
Banner Operations	Miss Northeastern
Black Heritage	Publications Board
Budget Oversight (administrative appointment)	Strategic Planning Committee (President appointment)
Center for Teaching and Learning Advisory Committee	Student Conduct Appeals
Civic Engagement Council	Student Learning & Assessment
Commencement	Teacher Education Council
Developmental Education	University Academic Advising
Enrollment correction Committee	University Curriculum Committee
Faculty Development	University Environmental Safety & Sustainability
Faculty Research	University Policy Committee (administrative appointment)
Financial Aid Appeals	University Technology Council
General Education	
Graduate Council	

2.1.2 University-wide Committees with Selected/Elected Member

Appellate Committee (see 3.5.5)

Grievance Committee (see 3.7)

2.1.3 Northeastern Faculty Association

The Northeastern Faculty Association is an organization of the faculty designed to facilitate democratic participation in the development of institutional policies and further the pursuit of the University's mission and goals. This is accomplished through its elected representatives – the Northeastern Faculty Council – serving as a liaison body between the faculty and administration. The Northeastern Faculty Association is comprised of all full-time members of the faculty. The Northeastern Faculty Association is governed by its Constitution and Bylaws. The Constitution and Bylaws are provided in Appendix B of this Handbook for information purposes.

2.2 Communications Service to Disseminate General Information

2.2.1 Announcements

Information may be communicated through written announcements sent by campus mail, electronic mail, and/or oral presentation at conferences, committee and college/departmental meetings, and general faculty meetings. Refer to section 11.1.9 for procedures relating to electronic communication and voice mail.

2.2.2 Minutes

Minutes of University committee and college meetings shall be circulated by campus mail, or electronic mail, to college and committee members, and to the President, the Provost/Vice President for Academic Affairs, and University Archives (John Vaughan University Library on the Tahlequah campus).

2.3 Annual Report of College Activities

Each year deans submit a written report identifying the activities and achievements of their colleges, departments, and faculty. This report must be submitted by May 31 to the Provost/Vice President for Academic Affairs.

2.4 Faculty Meetings

University-wide faculty meetings are held when called or authorized by the President or the Provost/Vice President for Academic Affairs. If requested in writing by 10% of the faculty, the Faculty Council President may call a faculty meeting.

2.5 Student Organization Sponsorship

All student organizations and/or functions are sponsored by University faculty or staff members. Organization sponsors are responsible for supervising official and/or University-associated activities of their groups. Sponsors should contact the Dean of Student Affairs for information on their responsibilities. Sponsors should contact the Director of Student Engagement or the Vice President for Student Affairs for information about their roles and responsibilities.

3.0 HIRING, RANK AND TENURE

3.1 Employment Policies

The employment of all faculty personnel is for a period of nine (9) months, with the exception of certain professional positions (twelve [12] months) and summer contracts (two [2] months). The Director of Human Resources is responsible for coordinating and monitoring the employment process. Policies governing employment conditions are explained in the NSU [Employment Handbook](http://offices.nsuok.edu/humanresources/Resources/Handbooks/EmploymentHandbook.aspx):

<http://offices.nsuok.edu/humanresources/Resources/Handbooks/EmploymentHandbook.aspx>

3.1.1 Affirmative Action/EEO Policy Statements

The Administration of Northeastern State University strongly supports the fundamental belief and commitment to the principles of equality and opportunity for all people.

This institution,...in compliance with and to the extent required by Title VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Section 402 of the Vietnam Veteran's Readjustment Assistance Act of 1974, Americans with Disabilities Act of 1990 and other applicable federal laws and regulations, does not discriminate on the basis of race, creed, color, national origin, sex, age, religion, disability, genetic information, marital status, or status as a veteran in any of its policies, practices, or procedures. This includes, but is not limited to, admissions, employment, financial aid and educational services.

EEOC employees and applicants for employment are protected by federal laws, Presidential Executive Orders, and state and local laws designed to protect federal employees and job applicants from discrimination on the bases of race, religion, color, sex (including pregnancy, gender identity, and sexual orientation), parental status, national origin, age, disability, family medical history or genetic information, political affiliation, military service, or other non-merit based factors. These protections extend to all management practices and decisions, including recruitment and hiring practices, appraisal systems, promotions, and training and career development programs.

To stimulate efforts toward increasing involvement of persons from diverse backgrounds, the University has developed and revises periodically an Affirmative Action Plan. NSU's Affirmative Action Plan guides efforts related to selection, placement, training, and promotion of all employees with respect to personnel actions, such as compensation, reassignments, in-service training, tuition, or other professional growth subsidies and termination. The continual thrust of the University's plan is to employ and retain individuals who are members of a diverse group which may be or may become under-utilized in the total employment force. However, the primary criterion for employment shall be the ability of the employees to perform the work. Every member of management is responsible for insuring his/her department's compliance with the University's commitments and policies. Overall monitoring responsibility for NSU's Affirmative Action Program and 504 Compliance has been assigned to the Affirmative Action Officer. Employees should contact the Office of Human Resources immediately if they believe that any of these policies have been violated.

RUSO, in accordance with Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Vietnam Era Veterans Readjustment Assistance Act of 1974, the Americans With Disabilities Act and to the extent required by these and other federal laws and regulations, does not discriminate on the basis of race, color, ethnicity, national origin, sex, age, religion, disability, political affiliation or status as a veteran in any of its policies, practices, or procedures. This includes, but is not limited to, admissions, employment, financial aid, and educational services. (RUSO, 5.1)

The Affirmative Action Plan at each university serves to supplement the Regents' policy on equal opportunity as it pertains to employment, and is an integral part of the employment policies of the Board. (RUSO, 5.2)

3.1.2 Diverse Workforce Statement

NSU is committed to recruiting and retaining a diverse workforce as an essential part of excellence in faculty and staff at the University consistent with the goal of equal opportunity for all. NSU will take actions to attract and retain qualified women and minorities in all positions and levels within the University. These efforts will include, but not be limited to, recruiting, employing and advancing of qualified women, racial minorities, people with disabilities and veterans. Women, minorities, individual with disabilities and veterans are encouraged to apply for any opening at NSU. Other efforts to enhance a diverse workforce may include direct contact with qualified individuals, contact with professional associations dedicated to women or minorities, networking at national meetings and generally being in a recruiting mode to announce employment opportunities to qualified women, minorities, individuals with disabilities and veterans.

3.1.3 Faculty Recruitment

College deans justify the need for replacement or additional personnel by providing a detailed description of the position(s) to the Provost/Vice President for Academic Affairs for approval. The Faculty Search Guide from the Office of Human Resources is available by calling extension 2230 or on the NSU website: <http://offices.nsuok.edu/Portals/34/documents/facultysearchguide.pdf>. The Faculty Search Guide includes information about recruitment, search plans, advertising, screening committees, interviews and position offers. For on campus interviews, the committee chair will schedule a time for the Provost/Vice President for Academic Affairs or his/her designee to meet candidates.

3.1.4 Offering a Position

All negotiations with prospective faculty members are subject to confirmation by the Provost/Vice President for Academic Affairs and, ultimately, by the President. When it has been determined that a candidate will be recommended for employment, a "Personnel Action Form" (PAF) must be completed and signed by the dean and the Provost/Vice President for Academic Affairs. The completed PAF shall then be sent for all appropriate signatures and approvals, accompanied by the following documentation:

- a. A. completed employment application, I-9 (filled out by both the employee and the department), curriculum vitae, and official transcripts of all college work, W-4, a signed Loyalty Oath, and Statement of Employment Form. (Upon reporting to work, Medical Enrollment forms will also be required. A new faculty member cannot be added to payroll until these documents have been received.)
- b. A completed Recruitment Report for Applicant Selection and Non-Selection Summary.
- c. A copy of all advertisements.

3.1 Immigration Status Consideration

The hiring department is responsible for verifying the immigration status of a candidate. Most immigration questions can be facilitated through the Office of Human Resources.

Departments considering appointment, reappointment, or change in employment status of a faculty member who is not a U.S. citizen or permanent resident should first contact the Office of Academic Affairs in conjunction with the Office of Human Resources for approval and guidance.

The Office of Academic Affairs will send a letter outlining the responsibilities of the position and conditions of employment to the recommended faculty member, along with a Faculty Employment Agreement, to be returned to the Office of Academic Affairs. The President provides the final campus-level approval for each recommended new faculty employment. The President, in turn, presents recommendations for employment to the RUSO for approval. (RUSO, 3.1.4, 3.1.5, 3.1.6). After the Board's approval, the successful candidate will be notified by the appropriate Dean and invited to sign a contract.

Upon receipt of the completed Affirmative Action Report, the Office of Human Resources will provide written notification to unsuccessful candidates.

3.2 Academic Classification and Rank

3.2.1 Faculty Classifications

The faculty is composed of two groups, the regular and the supplemental faculty. In most cases, these individuals have an instructional or research relationship to the University, either direct or supervisory. The faculty includes permanent and temporary, full-time and part-time personnel. (RUSO 3.1.1)

Regular Faculty: The regular faculty includes members of the faculty who are full-time employees of the university and who hold the rank of professor, associate professor, assistant professor, instructor, or special instructor. Regular faculty may hold one of the following appointments: 1) Tenured; 2) Tenure Track (non-tenured, on tenure track); 3) Non-tenure track (non-tenure earning); 4) Temporary (one academic year or less).

Supplemental Faculty: The supplemental faculty consists of:

- a. Members of the Department of Military Science or National Guard GOLD Program. Members of the Department of Military Science include the commissioned and non-commissioned officers assigned to the University by the Department of Defense. The senior commissioned officer holds the rank of professor.
- b. Adjunct Faculty. Adjunct faculty hold part-time appointments that may be made for one academic year or less. The rank of such faculty may be instructor or lecturer.
- c. Visiting Faculty. Visiting faculty are employed by the University to teach or perform research for a limited time and are on leave of absence from another institution of higher education or from professional practice. Visiting faculty may be appointed at any rank.
- d. Volunteer Faculty. A person who has special talents or expertise and whose time and services are donated, may be appointed to the University volunteer faculty. Volunteer faculty enjoy all the privileges of the academic community except those, such as tenure, which are applicable specifically to regular faculty. Volunteer faculty who meet the educational qualifications may hold academic rank.
- e. Clinical Supervisors. Clinical supervisors are not employees of the University. They are practitioners who are assigned regular and continuing responsibilities in the clinical setting.

3.2.2 Types of Appointments

The regular faculty holds one of five types of appointments (RUSO 3.1.2):

- a. Tenured. A tenured appointment is reserved for those regular faculty members who have been granted tenure by the Board. Tenured faculty members are on continuous appointment and, therefore, are not notified of their appointment status for the following year unless their appointment is being terminated. The procedures for dismissal of tenured faculty are covered in section 3.55 of this handbook. (RUSO 3.1.2.a)
- b. Non-Tenured. A non-tenured appointment refers to any appointment which is not tenured. This includes, but is not limited to, tenure track, non-tenure track, temporary, and administrative appointments. (RUSO 3.1.2.b)
 1. Tenure track. A tenure track appointment is one in which the faculty member may become eligible to receive tenure in accordance with policy. Tenure-track appointments are for one (1) year, renewable annually at the option of the University. (RUSO 3.2.1.b.1)
 2. Non-Tenure track. A non-tenure track appointment is one in which the faculty member is appointed to the regular faculty but is not eligible to receive tenure and is classified as being on a non-tenure track. A faculty member on non-tenure appointment may be continued annually, at the option of the university. A non-tenure track appointment may be changed to a tenure track appointment upon written agreement between the university president and the faculty member. (RUSO 3.2.1.b.2)
 3. Temporary. A temporary appointment is one in which the faculty member is appointed to the regular faculty for a period of one year or less. Upon termination of the temporary appointment, the position, if continued, will be opened and advertised. (RUSO 3.2.1.b3) Faculty with temporary appointments are not eligible for advancement in rank. Years in temporary status may not apply toward the probationary period for promotion in rank.
 4. Administrative. An administrative appointment is one in which the faculty member is assigned to perform executive duties and function as part of the administration of the University. (RUSO 3.1.2.b4)

3.2.3 Academic Rank

Authority to grant academic rank or promotion in academic rank is delegated to the university's president. Determination of merit and granting promotion in rank shall be in accordance with the promotion policies and procedures of the University as well as the minimum criteria contained in this policy. (RUSO 3.2.1)

The principal academic ranks of the university shall be Professor, Associate Professor, Assistant Professor, and Instructor. Educational qualifications for these ranks shall be as follows (RUSO 3.2.2):

- a. Professor: An earned doctorate degree awarded by a regionally accredited or internationally recognized institution. Institutions may elect to award the rank of professor to individuals who have completed a non-doctoral terminal degree program requiring a minimum of 60 graduate hours. (RUSO 3.2.2.a):
- b. Associate Professor: An earned doctorate degree awarded by a regionally accredited or internationally recognized institution. Institutions may elect to award the rank of associate professor to individuals who have completed a non-doctoral terminal degree program requiring a minimum of 60 graduate hours. (RUSO 3.2.2.b):
- c. Assistant Professor: An earned doctorate degree awarded by a regionally accredited or internationally recognized institution. Institutions may elect to award the rank of assistant professor to individuals who have completed all requirements in a doctoral program except the dissertation (or equivalent requirement) or have completed a non-doctoral terminal degree program requiring a minimum of 60 graduate hours. (RUSO 3.2.2.c):
- d. Instructor: An earned degree awarded by a regionally accredited or internationally recognized institution. (RUSO 3.2.2.d): **at NSU, instructors are expected to have earned masters' degrees.**
- e. Others: Institutions may classify instructional personnel who are not subject to assignment of rank by such titles as special instructors, lecturers, graduate assistants, adjunct instructors, part-time instructors, or by another title. (RUSO 3.2.2.e) At NSU, all title classifications must be approved by the Provost/Vice President for Academic Affairs and the Director of Human Resources.
- f. Graduate Faculty Status: To ensure and continually improve the quality of NSU's graduate programs, only approved graduate faculty may teach graduate courses, serve as graduate advisors, serve on graduate committees, monitor capstone experiences, and serve on the Graduate Council. Graduate faculty status is conferred following a review by the Graduate Dean and Graduate Council of an individual's application, current resume reflecting scholarly activity, and recommendations from the appropriate department chair and college dean. Three types of graduate faculty status may be conferred: regular (5 years), temporary (1 year), or adjunct. The application for graduate faculty status may be found at <http://academics.nsuok.edu/Portals/9/Forms/GradFacultyApp.pdf>
- g. Emeritus Status: RUSO, at its discretion, may honor recommendations of presidents to grant retired faculty members emeritus status and title after retirement. When members of the faculty retire under honorable conditions, they may be entitled to emeritus status and to the use of their last title "emeritus" (e.g., Professor of History Emeritus, etc.). Retired faculty members' emeritus status and title shall be wholly honorary and does not entitle them to compensation of any kind. Emeritus status shall apply only in cases where the faculty member has been in the service of universities under RUSO jurisdiction for at least ten years. (RUSO 5.4.6)

Recommendations and resolutions for emeritus status originate in the college and are forwarded from the Dean to the Provost / Vice President for Academic Affairs. Upon review by the Provost / Vice President for Academic Affairs, the recommendation and resolution are sent to the President's office for inclusion in board items and RUSO submission.

3.2.4 Education Requirements

NSU verifies the credentials of each faculty member according to the policies and procedures of the Higher

Learning Commission, the Oklahoma State Regents for Higher Education and the Regional University System of Oklahoma. The doctoral granting institution must meet the standards of the Carnegie Classification System. Earned degrees or graduate work should be in a field related to the individual's assignment at Northeastern. (RUSO 3.2.3)

3.2.5 Time in Rank

Faculty members remain at the same rank for a minimum of five (5) years. (RUSO 3.2.4) Faculty members at the Assistant Professor rank remain there for a minimum of five (5) years before applying for promotion to Associate Professor. Faculty members at the Associate Professor rank must complete a minimum of five (5) years before applying for promotion to Professor. Faculty hired at the Instructor rank may apply for promotion to Assistant Professor once they have achieved the minimum criteria for the rank of Assistant Professor. Faculty apply for promotion in rank during the fall semester of the year following completion of the minimum years in rank. Applications are due to the dean by September 30.

The educational and experience requirements delineated above do not imply that attainment of given educational qualifications and/or experience requirements shall be the sole criteria for granting rank or promotion in rank. Exceptions to criteria for promotion in rank may be made by the President. (RUSO 3.2.4, 3.2.5)

3.3 Evaluation and Review of Faculty

Confidentiality is an integral part of all evaluation and review processes. Any individual participating in these processes shall hold all deliberations, votes, recommendations or any other information in strictest confidence, subject only to the appeals process as outlined in the faculty handbook or subpoena.

Every non-tenured faculty member, regardless of appointment type, is evaluated annually. The purpose of the evaluation is to allow faculty members to address performance in the areas of Effective Classroom Teaching, Scholarly or Creative Achievement and Contributions to the Institution and Profession and to develop her/his scholarship in a way that is consistent with the Boyer Model and Appendix C of the Faculty Handbook, department goals, and the university mission.

3.3.1 Evaluation and Review of Non-Tenured Faculty

Non-tenured faculty members are appointed on an annual basis and will receive notification of reappointment or non-reappointment by March 1. Unless the faculty member will not be reappointed, the performance of non-tenured faculty members shall be evaluated on or before March 1, each year, by the ~~retention/mentoring committee~~ **tenured-faculty mentor**, the department chair, and the college dean, and the results of the evaluation shall be placed in the personnel file of the non-tenured faculty member. The non-tenured faculty member shall be given a copy of the evaluation. (RUSO 3.4.7)

The dean's office will be responsible for issuing the reappointment letter. To be recommended for retention, candidates shall demonstrate evidence of making progress towards tenure commensurate with departmental, college, and institutional expectations.

a. Retention/Mentoring Committees.

Non-tenured faculty will select a ~~are assigned a retention/mentoring committee~~ **tenured faculty mentor** with the council of the Department Chair. ~~The Retention/Mentoring Committee shall consist of at least two to three (2-3) tenured faculty members selected by the faculty member/candidate in consultation with the department chair. One committee member may be selected from outside the department. In departments which have an insufficient number of tenured faculty, this committee number may be lowered to one tenured faculty member from within the department, and the department chair, and a third tenured faculty member from outside the department or program. With approval of the chair, the mentoring committee can be modified during the probationary period.~~

~~As of fall 2011, all tenure track faculty will be guided by tenured-faculty mentor and department chair through the retention, tenure and promotion process. mentoring committee.~~

The ~~mentoring committee will~~ **department chair**, with input from ~~the tenured-faculty mentor~~ will carefully ~~scrutinize—evaluate~~ whether the progress of the candidate toward tenure meets expectations

based upon the Boyer Model and the applicable criteria consistent with Appendix C, established by the department and approved by the appropriate dean in consultation with the Provost's Office. The mentoring committee's department chair's findings will be in writing, along with the other components of the annual review. If the findings include *does not meet criteria* for any area, recommendations in writing will be given the candidate concerning ways to meet expectations.

The mentoring committee tenured-faculty mentor will meet with the candidate a minimum of two times per academic year. During the fall semester meeting, the tenured-faculty mentor will collaborate with the faculty member to develop the faculty member's goals/plans for the upcoming academic year. In the spring semester of each year of the probationary period, the tenured-faculty mentor will meet with the faculty member to review the submitted file and to discuss progress towards established goals. After the spring meeting, the faculty mentor will write a letter to the department chair summarizing the committee's review of the candidate's progress. The letter is shared with the faculty member and placed in his/her file. The department chair subsequently will meet with each candidate and faculty mentor and will submit a letter to the dean of the college commenting on the faculty member's progress towards tenure and the department's recommendation.

b. Annual Evaluation Procedure

The annual review occurs during the spring semester each year. The annual review portfolio will follow the format of the tenure/promotion portfolio guidelines in Appendix C1. The faculty member will submit his/her portfolio to the tenured-faculty mentor (if applicable) and department chair for annual review by January 2nd. First year faculty will prepare an abbreviated portfolio that outlines year two goals in teaching, scholarly or creative achievements, and service contributions to the institution / profession as well as teaching evaluations for the first semester. The chair will schedule a meeting with the faculty member to review the portfolio and complete the written, annual evaluation and recommendation for retention to the dean by February 1.

To be recommended for retention, candidates shall demonstrate adequate evidence of progress towards tenure commensurate with departmental and institutional expectations. A recommendation for retention shall be made only when the candidate has responded appropriately to previous retention reviews and is clearly on track towards tenure. By February 1st of the probationary period, the retention/mentoring committee and department chair must forward his/her respective retention recommendations to the appropriate administrators. The dean will then meet with the faculty member to review the written reviews from the committee tenured-faculty mentor and the department chair and provide a written response to the faculty member. All reviews become part of the faculty member's file.

In the third year of probationary status, a major review, deemed the third-year review, provides a candid assessment of the faculty member's current standing with respect to attaining tenure. The department chair carefully scrutinizes/evaluates whether the progress of the candidate towards tenure meets the applicable criteria established by the department and university for tenure. The department chair's evaluation will be in writing and shared with the faculty member, along with the other components of the annual review. If the finding of the third-year review is less than satisfactory, the dean will notify the faculty member in writing of the lack of progress toward tenure.

c. Non-Reappointment

The Board delegates to the university president or his or her designees the authority to reappoint or not to reappoint non-tenured faculty members. A non-tenured faculty member whose appointment is not renewed will be given written notice from the university on or before March 1, prior to termination of the current appointment. Failure to reappoint may be without specific or stated causes. (RUSO 3.4.7) Employees receiving such notice are expected to continue their teaching responsibilities to the end of the semester in a professional manner. Documentation for grades must be turned in to the department chair in the appropriate time frame. Human Resources will schedule an interview to explain the employee's separation benefits and to recoup university property.

d. Termination for Cause or Suspension of Non-Tenured Faculty

The termination of employment for cause or suspension of a non-tenured faculty member within an

existing contract period shall follow the same procedures and be limited to the same reasons as provided for tenured faculty members who are terminated for cause or suspended. A failure to reappoint may be without specific or stated cause. (RUSO 3.4.7) The processes followed are found in the Employee Handbook section HR 6.4 Disciplinary Actions. The appeals process is located in section HR 6.4.2.

3.3.2 Review of Tenured Faculty

The academic and professional performances of each tenured faculty member at each institution must be formally reviewed at least every three (3) years. (RUSO 3.3.5b) The post-tenure review is intended to determine whether the faculty member continues to meet expectations in Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession.

a. Post-Tenure Review Committee

A post-tenure review committee of at least three tenured members at or above the rank of the faculty member will be selected by the faculty member in consultation with the department chair. Committee members can come from outside the program or department. The department chair will serve as the chair of the Post-Tenure Review committee. The committee will determine if the faculty member meets expectations in Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession areas via a majority vote. Faculty must meet expectations in all areas in order to receive an adequate review.

b. Post-Tenure Review Procedure

The period of consideration for post-tenure review begins immediately after the awarding of tenure, regardless of the faculty member's decision to seek or not seek promotion. The formal post-tenure review takes place in the fall semester of the faculty member's third year after the awarding of tenure and in the fall semester of every third year thereafter.

The tenured faculty member will prepare an portfolio extended curriculum vita that includes examples of accomplishments since last review for the committee of his/her progress/ accomplishments since the last review in the areas of Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession. If the faculty member does not meet expectations in all areas, the Committee's recommendations for improvement will be communicated in writing to the faculty member and to the dean. The results of the vote, and any recommendations for improvement, will be communicated by the committee chair to the dean. The dean will meet with the faculty member, discuss the committee's findings and recommendations (if any), and write a summary of the meeting. If the dean believes that progress in any of the areas does not meet expectations, suggestions for improvement will be communicated in writing to the faculty member in the written summary.

When the review results in a finding that a tenured faculty member's academic and professional performance is unsatisfactory, the faculty member shall be notified of the deficiencies in performance through the written summary and must be formally reviewed again within one (1) year. The results of each review will be placed in the personnel record of the tenured faculty member. The tenured faculty member should be given a copy of the review and an opportunity to respond. Two consecutive unsatisfactory post-tenure performance evaluations may be grounds for dismissal or suspension. (RUSO 3.3.5b)

3.3.3 Promotion in Faculty Rank

Confidentiality is an integral part of all evaluation and review processes. Any individual participating in these processes shall hold all deliberations, votes, recommendations or any other information in strictest confidence, subject only to the appeals process as outlined in the faculty handbook or subpoena.

a. Criteria and Policies

Providing that candidates possess the required educational and experience qualifications, the following are considered minimum criteria upon which promotion in rank is based:

- 1) Effective classroom teaching,
- 2) Scholarly or creative achievement,

- 3) Contributions to the institution and profession, and
- 4) Performance of non-teaching semi-administrative or administrative duties. (RUSO 3.2.6)

The professional portfolio of the faculty member applying for advancement in rank must provide tangible evidence of superior performance in the criteria listed above. Each advancement in rank requires increased levels of performance/achievement in each of these criteria, particularly evidence of involvement in professional and scholarly activities.

Each academic unit shall offer its faculty members a system of evaluation consistent with that used throughout the university. To meet the minimum RUSO criteria, evaluation of promotion applications shall address the extent to which each candidate has achieved excellence in the categories above.

It is the responsibility of departments to establish clear expectations for promotion with the approval of the dean and consistent with university expectations as delineated in Appendix C. Departments are also responsible for establishing clear requirements for documenting the quality and significance of faculty achievements. In the event that there are no existing department promotion criteria and standards, college or university standards will be applied.

Department criteria shall remain sufficiently flexible to allow for and recognize individual uniqueness and creativity in performance. Department criteria shall not attempt to make all faculty members perform alike, though commensurate quality shall be expected for equivalent promotions and for tenure considerations.

For the purposes of this policy, "department" refers to an academic unit in which faculty participate as their main assignment. In most cases, "department" refers to a degree-granting academic unit, but in certain cases a more flexible definition is necessary.

For formatting details, faculty should refer to the full policy, which is Appendix C of this Handbook, and is available in college offices and on the Faculty Council website.

While each academic unit may develop (with approval by the dean and Provost/Vice President for Academic Affairs) its own examples of acceptable scholarly performance, the following general principles shall apply:

b. Promotion to Associate Professor

Faculty in the rank of Assistant Professor or equivalent rank for Librarians shall normally be considered for promotion at the same time as they are considered for tenure. As a general rule, tenure track faculty members shall not be promoted during their probationary period. Faculty may request consideration for promotion to Associate Professor before the time for normal consideration. If such a request is made, the faculty member shall demonstrate a record of accomplishments that meets the standards and level of performance expected during the normal five years in rank as an Assistant Professor and shall have the support of the department, the department chair, the college dean, the Provost, and the University President.

To qualify for promotion to the rank of Associate Professor, a faculty member shall demonstrate effective teaching that contributes to the instructional mission of the university and shall receive performance ratings that meet or exceed the department's set criteria in [A. Effective Classroom Teaching](#), [B. Scholarly or Creative Achievements](#) (Scholarship of Teaching and Learning, Scholarship of Discovery, Scholarship of Professional Application, and Scholarship of Integration,) and C. Contributions to the Institution and Profession. Length of time in rank is not a sufficient reason for promotion.

Candidates who declare their preliminary intent to be considered for promotion but fail to submit a professional portfolio by the deadline established for submission of such materials shall be considered as having withdrawn voluntarily from promotion consideration. At any time prior to the final decision of the President, candidates for promotion may withdraw without prejudice from consideration.

c. Promotion to Professor

Tenured faculty in the rank of Associate Professor shall normally be considered for promotion to Professor during their fifth year in rank. Non-Tenured Associate Professors shall not be promoted to Full Professor unless they are selected for the simultaneous award of tenure. Faculty may request consideration for promotion to Full Professor before the time for normal consideration, but in those instances the faculty member shall demonstrate that s/he has achieved, in a shorter period of time, a record of accomplishments which meets the standards and level of performance that would be expected during the normal five year period of time in rank as an Associate Professor.

To be recommended for promotion to the rank of Full Professor, candidates shall receive performance ratings that meet or exceed the criteria for **A. Effective Classroom Teaching, B. Scholarly or Creative Achievements** (Scholarship of Teaching and Learning, Scholarship of Discovery, Scholarship of Professional Application, and Scholarship of Integration), and C. Contributions to the Institution and Profession (The Boyer Model). Length of time in rank is not a sufficient reason for promotion.

d. Procedure

Faculty members requesting a change in rank shall submit a professional portfolio to their department chair for review by September 30. After receiving the review by the departmental tenure/promotion committee, the department chair shall forward the professional portfolio, along with the committee's recommendation letter and his/her personal recommendation letter to the college dean by October 31. The professional portfolio must be consistent with the format contained within "The Professional Portfolio: Tenure and Promotion Review" in Appendix C~~1~~, and with the criteria noted in Section 3.3.3.

Applications for promotion shall first be evaluated at the department and college level. A promotion committee of at least three tenured members will be selected by the faculty member in consultation with the department chairperson. Committee members can come from outside the program or department.

The committee will consider if the faculty member meets expectations in Effective Classroom Teaching, Scholarship or Creative Achievements, and Contributions to the Institution and Profession areas via a majority vote. Faculty must meet or exceed expectations in all areas in order to receive an adequate review. The result of each committee review shall be a written recommendation that summarizes strengths and areas needing development, gives ratings of activity in all areas, and makes a formal recommendation regarding promotion. A single summary report (including minority views) of the faculty eligible to vote in each promotion case will not mention the views of specific individuals. It will be signed by all participating faculty members. The signatures do not represent support of or opposition to the recommendations, but that the report is an accurate reflection of the deliberations. The summary report (including any minority views) shall be added to the promotion portfolio and forwarded to the department chair. The committee chair will prepare a statement reflecting the recommendation of the committee and give it to the promotion candidate. Committee reports may include dissenting opinions, or a minority report may also be prepared and included with the majority report. In accordance with these guidelines, performance ratings of *does not meet criteria* or *meets criteria* or *exceeds criteria* will be specified for each reviewed area, and only a single rating may be used for a given reviewed area. However, a minority report, representing a minimum of 25% of the Committee's membership, with different ratings may be attached to the majority report. All reports shall be signed by the reviewers.

The department chair shall make an evaluation of the promotion request based on the documentation provided, and shall forward the documentation and a written assessment to the dean by November 1. Should the chair determine that the applicant's portfolio does not meet the educational requirements for rank advancement, a written explanation will be given to the applicant and a meeting set with the applicant to discuss how the application/ portfolio can be improved for resubmission in one year.

The dean shall make an evaluation of the promotion request based on the documentation provided, and shall forward the documentation and a written assessment to the Provost/Vice President for Academic Affairs by December 1. Should the dean determine that the applicant's portfolio does not meet the educational requirements for rank advancement, a written explanation will be given to the

applicant and a meeting set with the applicant to discuss how the application/ portfolio can be improved for resubmission in one year.

The Provost/Vice President will take the following actions:

- a. Determine if the applicant's professional training and/or experience meets the educational requirements for rank advancement.
- b. Independently evaluate the application.
- c. Confer with the dean about data in the professional portfolio.
- d. Make a recommendation to the President.
- e. Should the Provost/Vice President for Academic Affairs determine that the applicant's portfolio does not meet the educational requirements for rank advancement, a written explanation will be given to the applicant and a meeting set with the applicant to discuss how the application/ portfolio can be improved for resubmission in one year.

The President shall consider the application, including attached comments from the dean and Provost/Vice President, and will decide if the applicant will be recommended to the RUSO for rank advancement.

3.3.4 Reduction in Rank

~~No person currently employed shall suffer reduction in rank as a result of the operation of these policies. (RUSO 3.2.7)~~

3.3.5 Promotion Appeals

Individuals who are not satisfied with action taken as a result of the review process for change in rank may follow the established university appeal procedure. (RUSO 3.2.6) They should first seek information from their dean and then from the Provost/Vice President for Academic Affairs. If still dissatisfied, they may utilize the University grievance procedures. (See 3.6).

3.4 Academic Tenure

Confidentiality is an integral part of all evaluation and review processes. Any individual participating in these processes shall hold all deliberations, votes, recommendations or any other information in strictest confidence, subject only to the appeals process as outlined in the faculty handbook or subpoena.

Tenure is granted to non-tenured faculty whose work has satisfied university and department standards of quality and significance in **Effective Classroom Teaching, Scholarly or Creative Achievements and Contributions to the Institution and Profession** following the Boyer Model, as laid out in Appendix C. Tenure represents the university's long-term commitment to a faculty member, and is only granted when there is evidence that the individual will continue to make increasingly distinguished contributions to the university and its instructional program, her/his discipline, and the community.

Tenure is normally considered after the fifth year of a non-tenured appointment. Credit toward tenure may be granted at time of appointment and any such credits would reduce the length of the probationary period. Early tenure shall not normally be considered until the candidate has completed at least one full retention review, after which s/he may request consideration for early tenure. To receive a favorable recommendation for early tenure, a candidate shall have achieved, before the normal probationary period, a record of accomplishment that meets the standards and level of performance for tenure indicated in these guidelines. Prior to the final decision, candidates for early tenure may withdraw without prejudice from consideration at any level of review.

To be recommended for tenure, candidates shall receive performance ratings that reflect that the candidate meets or exceeds the department's criteria in the areas of **Effective Classroom Teaching, Scholarly or Creative Achievements and Contributions to the Institution and Profession**.

It is the responsibility of departments to establish clearly the expectations for tenure consistent with **college and** university expectations. Departments are also responsible for establishing clear requirements for documenting the quality and significance of faculty achievements. In the event that there are no approved department tenure criteria

and standards, college or university criteria and standards will be applied.

Departments and colleges will submit a copy of approved RTP requirements to the Faculty Council and the Provost/Vice President for Academic Affairs every two years, at the time of the Faculty Handbook revision. The Faculty Council *Ad Hoc Faculty Handbook Committee* and the Provost/VPAA shall have the responsibility to review the RTP requirements for consistency with the Faculty Handbook. The Faculty Council will submit a letter of findings and may make recommendations to the Provost/Vice President for Academic Affairs regarding inconsistencies with the Handbook. Once approved by the Provost's Office, the RTP guidelines will be posted publicly on the college website and a copy will be given to each faculty member.

Department criteria shall remain sufficiently flexible to allow for and recognize individual uniqueness and creativity in performance. Department criteria encourages equitable performance and commensurate quality for promotion and tenure considerations.

For the purposes of this policy, "department" refers to an academic unit in which faculty participate as their main assignment. In most cases, "department" refers to a degree-granting academic unit, but in certain cases a more flexible definition is necessary.

3.4.1 Criteria and Policies

- a. Tenure is a privilege and a distinctive honor. Tenure is defined as continuous reappointment which may be granted to a faculty member in a tenure track position, subject to the terms and conditions of appointment. The tenure decision shall be based on a thorough evaluation of the candidate's total contribution to the mission of the University. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address at a minimum whether each candidate has achieved excellence in:

1. Effective classroom teaching;
2. Scholarly or creative achievement;
3. Contributions to the institution and profession; and
4. Performance of non-teaching semi-administrative or administrative duties.

Each University may formulate standards for this review and determine the appropriate weight to be accorded each criteria consistent with the mission of the academic unit. (RUSO 3.3.3a) All members of the faculty at Northeastern State University are expected to be involved in scholarly activities that contribute to the multifaceted mission of a community of scholars whose primary responsibility is teaching.

- b. Tenure is granted by the Board of Regents of RUSO upon recommendation of the University president. Determination of merit and recommendation for granting tenure shall comport with the minimum criteria and policies and procedures contained in this chapter. (RUSO 3.3.3b)
- c. The terms and conditions of every appointment or reappointment shall be stated in writing and be in the possession of both the institution and faculty member before the appointment is consummated. Tenure shall be granted only by written notification after approval by the Board. Only full-time faculty members holding academic rank of assistant professor, associate professor, or professor may be granted tenure. Qualified professional librarians shall be considered faculty members if they are given academic rank. (RUSO 3.3.3c)
- d. Tenure does not apply to administrative positions, but a tenured faculty member appointed to an administrative position retains tenured status as a member of the faculty. (RUSO 3.3.3d)
- e. The Board intends to reappoint tenured personnel to the faculties of the institutions under its control within existing positions that are continued the next year. The Board reserves the right to terminate tenured faculty at the end of any fiscal year if the Legislature fails to appropriate or the Oklahoma State Regents for Higher Education fails to allocate sufficient funds to meet obligations for salaries or compensation. (RUSO 3.3.3e)
- f. The Board recommends that not more than sixty-five percent (65%) of the full-time faculty at a university

receive tenure. (RUSO 3.3.3f)

Note: The Regional University System of Oklahoma may amend its tenure regulations at any time. The Appellate Committee on Dismissal of Tenured Faculty Members, the administration of Northeastern State University, and any other institution governed by the Board may initiate a request to amend these regulations.

3.4.2 Procedures

- a. Faculty members holding academic rank above the level of instructor (assistant professor, associate professor, or professor) shall be on probation for a minimum of five (5) years after date of first being employed by the university in a tenure track position. Years of experience in any position other than a tenure track position may be used for the probation only if approved by the university president. Seven (7) years shall be the maximum probationary period for the eligible faculty member to become eligible for tenure. If, at the end of seven (7) years, any faculty member has not attained tenure, there will be no renewal of appointment for the faculty member unless a specific recommendation for waiver of policy from the president to the contrary is approved by the Board each year. (RUSO 3.3.4.a)
- b. For the purpose of determining probationary employment of faculty members for tenure consideration, sabbatical leave counts as a part of the period of probationary employment, and a leave of absence is not included as part of the probationary period. (RUSO 3.3.4.b)
- c. During the probationary period, each non-tenured faculty ~~hired in fall 2011 and onward~~ will receive counsel from a ~~mentoring committee~~ faculty mentor. Prior to each academic year, the department chair and/or dean and non-tenured faculty member shall discuss, and agree to, a broad outline of duties the faculty member will perform during the year. The performance of non-tenured faculty members shall be evaluated annually by the appropriate college administrators and the results of the evaluation placed in the personnel record of the non-tenured faculty member. The non-tenured faculty member shall be given a copy of the evaluation before it is placed in the personnel folder. (See section 3.3 Evaluation and Review of Faculty)
- d. Although seven years is the maximum probationary period defined by the Regional University System of Oklahoma, the norm for NSU will be five years in tenure-earning status in accordance with RUSO policies. Accordingly, consideration for tenure will occur in the fall of the sixth employment year (excluding temporary employment and years in non-tenure-earning or non-tenure track positions, unless addressed in 3.2.4.a**b**). By September 30, the candidate will provide to the college dean a completed professional portfolio, showing evidence of excellence in each of the criteria listed in 3.41. At this time, the candidate will be evaluated for tenure in accord with RUSO's policies.
- e. Each faculty member applying for tenure shall submit a professional portfolio consistent with the format contained within "The Professional Portfolio: Tenure and Promotion Review" in Appendix C and available online, in college offices, and on the Faculty Council website. The definition of scholarship and performance criteria applicable to all University faculty considered for tenure are the same as for promotion (refer to Section 3.3.3). Examples for these categories are provided in the professional portfolio. Examples of acceptable scholarly activities within the individual academic units are available at department and college offices.
- f. When a faculty member is to be considered for tenure, the department chair shall call a meeting of the tenured members of the department for a discussion of the case. In the event that the department chair is applying for tenure, the senior, tenured faculty member in the department will be asked to serve as the chair of the tenure committee and forward the recommendation to the dean. If the number of tenured faculty members in a department is fewer than five (5), the actual tenured members in that department, plus additional tenured faculty members appointed by the chief academic officer or his or her designee to form a group of at least five (5) tenured faculty members, shall act as an ad hoc committee for tenure recommendation.

In some areas, a candidate's NSU colleagues are well qualified to provide the requisite objective review. In other instances, colleagues or community partners outside the university may be needed to provide additional expertise not available within the NSU community. The candidate, department chair or dean may request approval to solicit additional external evaluators to provide local, regional, national, and/or international perspectives on a candidate's achievements and activities. Such a request shall be directed to the Provost/Vice President for Academic Affairs and shall document (1) the special circumstances which necessitate an outside reviewer, and (2) the nature of the materials needing the evaluation of an external reviewer. The request must be approved by the Provost/Vice President for Academic Affairs with concurrence of the faculty member. In such cases, the candidate may be asked to submit the names of potential external evaluators to the department chair or dean. In accordance with these guidelines, the department chair or dean is responsible for soliciting letters of evaluation from appropriate colleagues or community partners in a timely manner. An external evaluator shall be asked to evaluate the quality and significance of a candidate's achievements only in those scholarship areas where s/he has first-hand knowledge of the candidate's scholarly work. External evaluators shall not be asked to conduct evaluations of the candidate's full portfolio.

- g. No less than one week prior to the first tenure committee meeting date, the department chair notifies the committee of the meeting day, date, and time of the first meeting, to be scheduled in October. This official notice will contain the names of the candidates for tenure. At the first committee meeting, the department chair shall explain tenure policies and procedures, review the performance of each candidate for tenure, and provide a copy of each candidate's tenure professional portfolio to the assembled committee (tenured faculty).
- h. Based on data provided in the professional portfolio; by the department head, alumni, current students, and non-tenured colleagues; and from personal observation of the candidate's performance in relevant areas (see 3.4.1), the tenured faculty will review and evaluate each tenure candidate. The result of the review shall be a written recommendation that summarizes strengths and areas needing development, gives ratings of activity in all areas, and makes a formal recommendation regarding tenure. If the applicant is being considered for promotion at the same time, the recommendation document may address both situations. The format and process for the report shall follow that outlined for the promotion report. (See 3.3.3.d)
- i. At a second meeting, held on or before October 31, the committee for tenure recommendation shall reconvene. The faculty member's contributions to the mission of the university shall be reviewed and evaluated by the tenured members of his or her department (who shall constitute the committee for tenure recommendation). The committee for tenure recommendation shall then cast one secret ballot for each candidate to determine whether a recommendation for the granting of tenure will be made. Once cast, a ballot cannot be changed. Absentee ballots are valid if presented to the committee chair within the two days before the scheduled vote. After the votes have been cast, the ballots will be counted in the presence of the tenured members present with the results announced for each candidate as number for, number against, and number abstaining. A simple majority rule shall prevail. The results of all balloting will be confidential and will not be included in the faculty member's personnel file.

A written report of this vote, in the form of a memo, is delivered to the department chair by the committee chair. The chair shall report the results of the vote, separate from his or her recommendation, to the dean who will forward that recommendation as well as the dean's recommendation to the chief academic officer on or before December 1. The dean and department chair recommendations become part of the faculty member's personnel file. The chief academic officer will report these recommendations as well as his or her recommendation to the president. (RUSO 3.3.5)

- j. The chief academic officer will report these recommendations as well as his or her recommendation to the president. A recommendation for tenure may also come directly from the chief academic officer or from the president of the University without prior recommendation from the department. If the president determines to recommend granting of tenure, he or she

will make the recommendation to the Board. (RUSO 3.3.5)

- k. Only the President or her/his designee may disseminate information to the campus about tenure decisions. All deliberations and written comments from the committee regarding retention, tenure, and promotion shall be kept confidential.
- l. Faculty granted tenure by the Board of Regents for the RUSO will be notified in writing prior to July 1 by the president of the University. A candidate who believes there has been a procedural error during the tenure process may appeal the recommendations to the University Grievance Committee (See Section 3.6).

3.4.3 Denial of Tenure

If the faculty member is not recommended for tenure, the candidate will be notified in writing that his/her current year appointment (in tenure-earning status) is a terminal contract. In extremely rare cases, circumstances might make it advisable to notify a failed candidate that he/she will be extended an additional one-year probationary contract. In this rare case, the candidate will be reviewed again during the fall semester of the seventh probationary year. A failure to secure a recommendation for tenure during this probationary period will result in no renewal of appointment for the faculty member unless a specific recommendation for waiver of policy from the President to the contrary is approved by the Board of Regents for the RUSO for each year thereafter. A faculty member not recommended or approved for tenure will be notified in writing by the chief academic officer.

3.5 Review Procedures and Rights of Tenured Faculty

Confidentiality is an integral part of all evaluation and review processes. Any individual participating in these processes shall hold all deliberations, votes, recommendations or any other information in strictest confidence, subject only to the appeals process as outlined in the faculty handbook or subpoena.

3.5.1 Causes for Dismissal or Suspension of Tenured Faculty

No tenured member of the faculty shall have his or her appointment terminated in violation of the principles of tenure adopted by the Board except for one or more causes which may include, but are not limited to, the following (RUSO 3.4):

- a. Committing a felony or other serious violation of law that is admitted or proved before a competent court, preventing the faculty member from satisfactory fulfillment of professional duties or responsibilities, or violation of a court order which relates to the faculty member's proper performance of professional responsibilities
- b. Moral turpitude
- c. Insubordination
- d. Professional incompetence or dishonesty
- e. Substantial or repeated failure to fulfill professional duties or responsibilities, or substantial or repeated failure to adhere to Board or university policies.
- f. Personal behavior preventing the faculty member from satisfactory fulfillment of professional duties or responsibilities
- g. An act or acts which demonstrate unfitness to be a member of the faculty
- h. Falsification of academic credentials
- i. Two consecutive unsatisfactory post-tenure performance evaluations.
- j. Bona fide lack of need for one's services in the University

k. Bona fide necessity for financial retrenchment

The president of the University shall have the authority to suspend any faculty member formally accused of a, b, c, d, e, f, g, h, i, j, or k (listed above). The president shall notify the General Counsel of the Board in writing of the terms and conditions of the suspension within 30 days of notifying the faculty member. A faculty member should be suspended only if harm to the faculty or students is possible, or if disruption of proper conditions for teaching and learning are threatened by the faculty member's continuance. During the suspension period, compensation for the suspended person should be continued. If during the suspension period the faculty member is convicted of or admits to the commission of a felony or a crime involving moral turpitude or other serious violation of law referenced above, the institution shall not continue compensation. (RUSO 3.4.2)

3.5.2 Procedures for Dismissal of Tenured Faculty

Proceedings for the termination of the appointment and employment of a faculty member for cause shall be initiated by the appropriate dean. All such recommendations shall be submitted to the Provost/Vice President for Academic Affairs. If the Vice President concurs with the dean's recommendation, then the recommendation will be forwarded to the president of the University. It is also understood that the president may initiate such proceedings.

Dismissal proceedings shall begin with a conference between the faculty member and the appropriate academic officer. This conference may result in agreement that the dismissal proceedings should be discontinued or that the best interest of the tenured faculty member and the University would be served by the faculty member's resignation. If this conference does not result in mutual agreement, the academic officer will submit a recommendation in writing with rationale to the faculty member and to the Provost/Vice President for Academic Affairs. Within fourteen (14) days, the Provost/Vice President for Academic Affairs should have a conference with the faculty member. (RUSO 3.4.3)

If this conference does not result in mutual agreement, the Provost/Vice President for Academic Affairs will submit a recommendation in writing with rationale to the faculty member and to the president with a copy to the faculty member (RUSO 3.4.3). If the president concurs with the recommendations for dismissal, the president shall send written notification to the faculty member and to the Provost/Vice President for Academic Affairs. Every reasonable effort must be made by the president to ensure that the communication of this action is received by such faculty members without delay. Communication will be made by personal delivery, or registered or certified mail (with return receipt requested).

3.5.3 Disciplinary Action Other Than Dismissal or Suspension

Disciplinary action affecting the terms of employment taken by the university against a tenured faculty member must be based upon causes stated above in paragraph 3.5.1, or any other adequate cause which relates directly and substantially to the fitness of the tenured faculty member to perform professional duties. Disciplinary action shall begin with a conference between the tenured faculty member and the appropriate academic officer. If as a result of the conference, the academic officer finds that disciplinary action is warranted, a written recommendation for action should be forwarded to the appropriate dean. If, after review, the dean decides not to proceed with further disciplinary action, both parties should be notified in writing.

If the dean determines that additional action is warranted, then a conference with the tenured faculty member should be arranged. The dean may determine that no further action is necessary. If, however, additional action is warranted, the faculty member and the Provost/Vice President for Academic Affairs shall be notified in writing within fourteen (14) days. The Provost/Vice President for Academic Affairs should arrange for a conference with the faculty member. The Vice President may then determine that no additional action is necessary. However, the Provost/Vice President for Academic Affairs should notify the faculty member in writing if an additional plan of disciplinary action is made. A copy of the disciplinary action should be placed in the faculty member's personnel file. (RUSO 3.4.1)

3.5.4 Dismissal of Tenured Faculty for Program Discontinuance or Financial Retrenchment

A faculty member with tenure whose position is terminated based on genuine financial retrenchment, bona

vide discontinuance of a program, or a lack of need for his/her services, will be given five (5) months' written notice unless an emergency arises.

Before terminating an appointment because of discontinuance of a program or department, or because of other lack of need of services, the University will make reasonable efforts to place affected members in other suitable positions.

If an appointment is terminated because of financial retrenchment, or because of discontinuance of a program, the released faculty member's position will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment at the previous status. (RUSO 3.4.4)

3.5.5 Appellate Committee on Dismissal of Tenured Faculty Members

A faculty member who receives notice of recommendation of dismissal by the Chief Academic Officer may request and shall be afforded a hearing before the Appellate Committee on Dismissal of Tenured Faculty Members. Failure to make a request in writing to the president within fourteen (14) days after receipt of notification shall constitute a waiver by such faculty member of his/her right to a hearing before the Appellate Committee on Dismissal of Tenured Faculty Members and the President will make the final decision (RUSO 3.4.5).

3.5.5.a Election Procedures

The committee shall not exceed nine (9) tenured faculty members, eight (8) of whom shall be nominated or elected by secret ballot by the tenured faculty of the faculty-governing body of the University (Faculty Association), and one member appointed by the president of the University. A quorum shall be five (5) members or a majority of qualified members of the committee.

Tenured faculty from the colleges shall select candidates for the Appellate Committee. Outgoing members of the committee will be responsible for soliciting nominations in the last week of March and submit them to the Faculty Council President on April 1st of each year. The Provost's office shall provide a list of tenured faculty to the Faculty Council President. The election will be held by the second Tuesday of April. Only tenured faculty are eligible to vote. Half of the committee will be elected each year and serve a two-year term. The election may be held electronically using available technology and multiple days may be allowed for all tenured faculty to make their selections.

The Faculty Council President shall report the outcome of the election to the Provost/VPAA. No member may serve more than two consecutive terms. One (1) or more alternate members of the committee shall be elected to serve in the event that a regular member is unable to serve. (RUSO 3.4.5)

Initially, one-half of the elected members shall be elected for twelve (12) months and one-half for twenty-four (24) months; thereafter, one-half shall be elected each year. No member may serve more than two consecutive terms. One (1) or more alternate members of the committee shall be elected to serve in the event that a regular member is unable to serve. (RUSO 3.4.5)

Beginning in 2016, elections to the Appellate Committee will rotate synchronously with the August Faculty Council college elections, odd and even years. (Appendix B, section 4.2 By Law 2)

At the election each year, the four (4) nominees receiving the highest number of votes shall be declared elected to the committee, and the nominee receiving the next highest number of votes shall be named as junior alternate. The term of office shall be for two years beginning in August of each year. At the end of the first year, the junior alternate becomes the senior alternate.

If any member of the committee is an interested party in a case which comes before the Appellate Committee on Dismissal of Tenured Faculty Members, said committee member shall not serve on that case. (RUSO 3.4.5)

The incumbent committee shall serve until the completion of any case pending at the time their term of

service expires. (RUSO 3.4.5)

The decision of the committee will be based on majority vote. Prior to any hearings the committee will hold an organizational meeting at which time the committee will at a minimum elect its own chair, who will have the right to vote. (RUSO 3.4.5)

3.5.6 Appeal Procedures for Tenured Faculty

- a. After a faculty member has requested a hearing before the Appellate Committee on Dismissal of Tenured Faculty Members, service of notice of hearing with specific charges in writing will be made at least twenty (20) days prior to the hearing. The faculty member may respond by waiving the hearing and filing a written brief, or the matter may proceed to a hearing. If the faculty member waives a hearing but denies the charge, or asserts that the charges do not support a finding of adequate cause, the Appellate Committee on Dismissal of Tenured Faculty Members will evaluate all available evidence, including testimony and documentary evidence presented by the University, and make its recommendation upon the evidence in the record. (RUSO 3.4.6.a)
- b. If the faculty member requests a hearing, the Appellate Committee on Dismissal of Tenured Faculty Members shall, with due diligence, considering the interests of both the University and the faculty member affected, hold a hearing and report its findings and recommendations to the University president and to the involved faculty member. (RUSO 3.4.6.b)
- c. At hearings before the Appellate Committee on Dismissal of Tenured Faculty Members, faculty members and the University shall be permitted academic advisors and/or counsel of their choice. A court reporter will be retained by the University to record the proceedings. Parties requesting transcripts will pay the cost of a copy of the transcript. The committee will determine whether the hearing should be public or private. (RUSO 3.4.6.c)
- d. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the University will attempt to secure the cooperation of such witnesses and make available necessary documents and other evidence within its control. No employee of the institution, regardless of position, should be excluded or excused from appearing before the committee, if available. (RUSO 3.4.6.d)
- e. The hearing will begin with the Chief Academic Officer presenting the case for dismissal and continue with the faculty member presenting the case against dismissal. Each side may introduce evidence and/or call witnesses as desired. The faculty member and the University will have the right to cross-examine all witnesses present. Depositions are admissible whenever a witness cannot appear. (RUSO 3.4.6.e)
- f. The committee may conclude: a) that adequate cause for dismissal has been established by the evidence; b) that adequate cause for dismissal has not been established by the evidence; or c) that adequate cause for dismissal has been established, but an academic penalty less than dismissal, including removal of tenure, would be more appropriate. The committee may make any other recommendations it determines are appropriate. The committee's findings and recommendations shall be made to the University president. The committee shall send a copy of its findings and recommendations to the affected faculty member. (RUSO 3.4.6.f)
- g. The president shall notify the affected faculty member of the president's recommendation to the Board. The faculty member shall have the right to request the Board to review adverse findings and recommendations of the president. The request must be in writing and filed within fifteen (15) days after final notification by the president of the University at the office of RUSO. If the affected faculty member does not in timely fashion request that the Board review the president's findings and recommendations, the president's determinations become final and binding. (RUSO 3.4.6.g)
- h. In the event that the faculty member submits a timely request to the Board to review adverse findings and recommendations of the president, the faculty member must indicate whether

he/she desires a hearing of all of the evidence of the case; otherwise the review will be a review of the record of the case. The Board has the discretion to determine whether the review will be a de novo hearing or a review of the record. (RUSO 3.4.6.h)

- i. Public statements and publicity about the case by the University will be avoided until the proceedings, including consideration by the Regents, have been concluded. (RUSO 3.4.6.j)

3.6 Grievance Procedures

Confidentiality is an integral part of all evaluation and review processes. Any individual participating in these processes shall hold all deliberations, votes, recommendations or any other information in strictest confidence, subject only to the appeals process as outlined in the faculty handbook or subpoena.

3.6.1 Introduction

To aid in protecting faculty rights, a committee is established to investigate specific charges alleging the violation of faculty rights and to make recommendations to the administration regarding the disposition of these specific cases. The committee shall be a standing committee and shall conduct its business only during the fall and spring semesters of the academic year.

3.6.2 Grievance Committee Membership

Grievance Committee members shall be full-time teaching faculty. Faculty Council representatives will not be eligible for membership. Grievance Committee members will be elected by secret ballot. Each academic unit, as specified in the Faculty Association By-Laws (See Appendix B), will elect two members to serve a term of office (two years) simultaneously with its Faculty Council representative. Elections for Faculty Council representatives and Grievance Committee members will be held at the times specified for the election of Faculty Council representatives in the Association By-Laws. Following the election, the administrator of each academic unit will report the results of Grievance Committee elections to the Provost/Vice President for Academic Affairs and the President of the Faculty Association.

After each fall semester has started, and the committee membership has been filled, the Faculty Association President will appoint a temporary chair from the committee membership. The temporary chair will call an organizational meeting of the committee by the end of the second week in September. At this meeting, the members of the committee shall elect a chair, vice chair, and secretary for the Grievance Committee for that academic year.

The chair shall be the primary liaison between the Committee, the faculty, the Faculty Council, and the Provost/Vice President for Academic Affairs. The chair will see that the Committee responds objectively to formal grievances. The vice chair shall assume the duties of the chair when the latter is unavailable. The secretary shall keep minutes of procedural meetings and preliminary hearings and will compile an accurate transcript of each hearing. Copies of each hearing will be filed in the office of the Provost/Vice President for Academic Affairs. The secretary shall provide the Faculty Council with names of members and officers for inclusion in the Council minutes. Investigations will be conducted only after the Grievance Committee chair is presented with a formal written grievance (See 3.6).

3.6.3 Grievance Committee Responsibility

Acting in response to formal grievances filed by individual faculty, the Grievance Committee shall conduct hearings, make hearing transcripts and, at the timely conclusion of investigations, present both a transcript of the meeting and recommendations to the president of the University. Such concerns as academic freedom, individual rights, benefits, working conditions, procedural details of tenure evaluation, promotion, and salary inequities shall be matters within the purview of this Committee. In no event shall the Committee involve itself in an overall view of an area of concern better considered by another University standing committee or by the Faculty Council itself. The Grievance Committee shall not consider issues previously considered by, or better suited to, the Appellate Committee on Dismissal of Tenured Faculty Members. The Grievance Committee does not consider issues of dismissal of untenured faculty for cause or not for cause. The processes to be followed are found in the Employee Handbook section HR 6.4 Disciplinary Actions. The appeals process is located in section HR 6.4.2.

3.6.4 Grievance Petition Procedures

A faculty grievance must be stated in writing and initiated within six (6) months from the date of the primary incident in question. The Grievance Committee reserves the right to examine issues related to the incident that may extend prior to or after this six-month time frame.

A written grievance will be given to the dean first. The dean is responsible for ensuring that the grievance has been pursued with relevant individuals. Within ten (10) working days after receipt of a written grievance, the dean will review the grievance, collect data and written responses to the charges made, and render a written response to the aggrieved party. If the problem cannot be solved at the department or college level, the aggrieved party may forward the written grievance to the Provost/Vice President for Academic Affairs, who shall consider the grievance and solicit information from the dean and from others as necessary. Within ten (10) working days after receipt of the written grievance, the Provost/Vice President shall provide the aggrieved faculty member with a written response stating his/her findings in the matter.

If the findings of the Provost/Vice President for Academic Affairs are contrary to the aggrieved faculty member's interpretation of the facts, or, if during a regular semester no written response is forthcoming within the time frame stated above, the Grievance Committee may be petitioned in writing to review the complaint. This action requires an individual faculty member to a) document when the written grievance was presented to each administrator; b) provide a notarized complaint stating the facts and alleged policy violations amenable to investigation by the Grievance Committee; and c) file a \$100 cash bond or personal check with the University, to be held by the Department of Human Resources.

Human Resources will transmit a petition fulfilling a) and b) above, and documentation of the bond/check filing will be transmitted to the chair of the Grievance Committee. The bond/check shall be forfeited and applied to the University's general fund if the aggrieved faculty member abandons the appeal; otherwise, it shall be returned.

The aggrieved may not have a copy of the list of Grievance Committee members beyond the name of the committee chair, nor may the aggrieved seek to contact members of the Grievance Committee outside of the hearings.

3.6.5 Grievance Schedule

A formal grievance shall receive prompt attention. A preliminary hearing will be held within ten (10) working days after the chair receives the grievance. If a formal hearing is held, it will start within ten (10) working days of the conclusion of the preliminary hearing. The hearing, and report of the hearing panel sitting as the representatives of the Grievance Committee, shall be completed within forty-five (45) calendar days of the grievance filing. In any case in which these time schedules prove inadequate, the chair of the Grievance Committee will notify the parties involved, in writing, of the amended time schedule.

3.6.6 Preliminary Hearing

The preliminary hearing is an academic review/hearing of a grievance filed by a member of the faculty; therefore, no other persons, including legal representatives, are permitted at the preliminary hearing. Along with the announcement of the time, date, and place of the preliminary hearing, the committee chair will provide the following: a) the names of the committee membership to both the faculty member submitting the grievance and involved administrators; and b) will ask that written challenges regarding committee members' having conflicts of interest be submitted prior to the meeting date. The chair will rule on such challenges. During the Preliminary Hearing, the Director of Human Resources will serve as resource for the Committee to ensure that procedures are understood and followed.

The preliminary hearing will be held on the main campus and attended by at least six (6) and not more than ten (10) committee members who do not have conflicts of interest, the Grievance Committee chair, the party submitting the grievance, the party against whom the grievance is filed, involved administrators, and no others. The panel will review the written grievance and the responses to the grievance. It will hear statements from and question those involved as desired, in order to obtain a clear understanding of the issues. Only documents previously submitted and available to all parties, and/or requested by the panel, will be considered. In the spirit of constructive interaction, all relevant aspects of an issue will be discussed to

ensure that a misunderstanding has not occurred. Prior to adjourning the meeting, the panel shall decide if the issue warrants a formal hearing. If so, the chair will advise the faculty member filing the grievance of the permissibility of having counsel present at that time to serve in an advisory capacity, and will advise the faculty member that the formal hearing will be held within ten (10) working days.

For the formal hearing, the University's General Counsel may provide advisement and consultation upon the request of the Director of Human Resources.

3.6.7 Formal Hearing

On the day and time of the hearing, the faculty member who filed the grievance (and advisory counsel if he/she so chooses), the party against whom the grievance has been filed, involved administrators (with counsel if appropriate), witnesses, and all other involved persons shall convene. The chair will address possible conflict of interest issues involving committee members. Acting with input from both parties, a hearing panel of six (6) members who do not have conflicts of interest, plus the Grievance Committee Chair, will be seated. Faculty seated as members of the hearing panel will be required to attend all sessions of the hearing. The committee chair will make every effort to schedule sessions at times when the principal parties and panel have no classes. No session of the hearing will be started without all members of the seated hearing panel being present. A repeated, unexcused failure of a seated panel member to attend scheduled hearings is cause for reprimand and for restarting the hearing. Regardless of membership on the hearing panel, all members of the Grievance Committee who have not been dismissed due to conflict of interest should attend all hearings if at all possible. Once a hearing panel has been seated, the panel, committee chair, the faculty member who filed the grievance, the party against whom the grievance has been filed, and the Provost/Vice President for Academic Affairs shall consult about having an open or closed hearing. The hearing panel then will exercise its judgment as to whether or not the hearing should be open to the public.

The Grievance Committee, sitting as the hearing panel, shall hear the case in an orderly fashion. Documents submitted for the preliminary hearing and additional documents submitted by the parties after the preliminary hearing, available to all parties, and documents requested by the panel will be considered. The chair of the Grievance Committee will read the charges as set forth in the formal written complaint. The panel will systematically review the specifics of the complaint and the responses to the charges. The hearing panel may call and question those involved in the complaint, and may question witnesses. The Grievance Committee chair, assisted by the Director of Human Resources, shall maintain decorum and will ensure that the process proceeds in an orderly and responsible manner. Since statements, questions, and answers will be recorded, and written evidence held, libelous and perjurious acts can be subject to further investigation.

In making its decision, the hearing panel shall consider as evidence only the formal written grievance and responses to the complaint, and relevant documents, including testimony, to which all parties to the grievance have been afforded access. The recommendations of the hearing panel shall be decided by a majority vote. In the event of a tied vote, the Grievance Committee chair will cast the deciding vote. The chair can sit on the hearing panel and will vote while so doing. At any point in the proceedings prior to the time when the hearing panel retires to consider its recommendations, the aggrieved party may, with the consent of the chair, withdraw his/her grievance. A written report of proceedings up to the time of withdrawal will be made available to all parties.

3.6.8 Grievance Committee Report

For each grievance hearing conducted, the chair of the committee shall present organized, written findings of facts to the University president. If the grievance committee decides not to proceed to a formal hearing at the end of a preliminary hearing, the report may simply state that the committee decided not to proceed to a formal hearing. The report for a formal hearing shall accurately present the findings and recommendation of the hearing panel. Copies of this report shall be given also to the aggrieved party, the party against whom the grievance was filed, administrators involved in the hearing and the NSU Human Resources Department.

The president shall review the information provided, consider the matters presented, and render notice of his/her judgment on the case within twenty (20) working days. Copies of the notice of judgment may be

sent to the members of the grievance committee. The president's judgment on the matter shall be the final campus review of a specific grievance. The matter cannot be resubmitted, even if altered, to the chair of the Grievance Committee.

3.7 Employment of Part-Time Faculty and Graduate Assistants

3.7.1 Part-Time Appointments.

Part-time faculty are generally employed only for the purpose of teaching classes. The assigned responsibilities are to provide instruction, evaluate students pertaining to that instruction, and meet with those students who require assistance in their classes. The load of a part-time faculty member who does not have additional duties will be determined by dividing his/her teaching load by eighteen (18). For example, a nine- (9) hour teaching load would equal one-half time. (RUSO 3.1.7b)

Part-time faculty are employed on a semester-by-semester basis as "at-will" employees. The University has no obligation to part-time faculty beyond the payment of salary for an existing contract. Salaries for temporary faculty are set by the Provost/Vice President for Academic Affairs. Part-time faculty will be covered by the Academic Freedom Guidelines (3.8.1).

3.7.2 Graduate Assistants.

Graduate assistants are graduate students at the institution who hold appointments as teaching, research, or administrative assistants. Graduate assistants must be enrolled in a minimum of three (3) semester hours. Teaching assistants shall not teach more than six (6) credit hours per semester. (RUSO 3.1.7c)

Part-time faculty and graduate assistants are recommended to the Provost/Vice President for Academic Affairs by the dean based upon the individual's ability to perform the desired teaching duties and upon educational qualifications. Temporary or part-time faculty will be evaluated for performance of assigned duties. Deans or their designee shall monitor the conduct and performance of part-time faculty.

Unacceptable conduct or performance will lead to a failure to rehire or, in severe cases, dismissal with two (2) weeks' notice.

3.8 Academic Responsibility Statements

Faculty should also consult the NSU Employee Handbook for additional policies involving employee responsibilities.

3.8.1 Academic Freedom

- a. Faculty members are entitled to freedom regarding research and in the publication of the results, subject to the adequate performance of instructional and non-instructional duties. Patent and copyright ownership will vest consistent with Board policy. (RUSO 3.3.1a)
- b. Faculty members are entitled to freedom in the classroom in discussing their subject, but faculty should be objective in teaching of a controversial matter which has relation to that subject and of controversial topics introduced by students. The faculty member should not introduce controversial matters which have little or no relation to the subject of instruction. (RUSO 3.3.1b)
- c. University faculty members are individuals, members of a learned profession and representatives of a University. When faculty members speak or write as individuals, they should be free from institutional censorship or discipline, but faculty position in the community imposes special obligations. As persons of learning and education representatives, the faculty members should remember that the public may judge the profession and the University by extramural utterances. Hence, each faculty member 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 faculty do not speak on behalf of the University. (RUSO 3.3.1c)
- d. Academic freedom should be distinguished clearly from constitutional freedoms, which all citizens enjoy equally under the law. Academic freedom is an additional assurance to those who teach and pursue knowledge and, thus, pertains to rights of expression regarding teaching and research within specific areas of recognized professional competencies. (RUSO 3.3.1d)

- e. Non-tenured faculty members shall be afforded the same rights of academic freedom as tenured faculty. (RUSO 3.4.7)

3.8.2 Academic Responsibility

- a. The concept of academic freedom must be accompanied by an equally demanding concept of academic responsibility. The concern of the University and its members for academic freedom safeguards must extend equally to requiring responsible service, consistent with the objectives of the University. (RUSO 3.3.2a)
- b. Faculty members have responsibilities to their discipline and to the advancement of knowledge generally. Their primary obligation in this respect is to seek and to state the truth as they see it. To this end, they shall devote their energies to developing and improving their scholarly competence. They shall exercise critical self-discipline and judgment in using, extending, and transmitting knowledge, and they shall practice intellectual honesty. (RUSO 3.3.2b)
- c. Faculty members have responsibilities to their students. They shall encourage in students the free pursuit of learning and independence of mind, while holding before them the highest scholarly and professional standards. Faculty members shall show respect for the student as an individual and adhere to their proper role as intellectual guides and counselors. They shall endeavor to define the objectives of their courses and to devote their teaching to the realization of those objectives. A proper academic climate can be maintained only when faculty members meet their fundamental responsibilities regularly, such as preparing for and meeting their assignments, conferring with and advising students, evaluating fairly, and participating in group deliberations which contribute to the growth and development of students and the University. All faculty members also have the responsibility to accept those reasonable duties assigned to them within their fields of competency, whether curricular, co-curricular, or extra-curricular. Faculty members make every reasonable effort to foster honest academic conduct and to assure that their evaluations of students reflect students' true merit. Faculty members do not exploit students for private advantage and do acknowledge significant assistance from them. Faculty members protect students' academic freedom. (RUSO 3.3.2c)
- d. Faculty members have responsibilities to their colleagues, deriving from common membership in a community of scholars. They shall respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, they should show due respect for the opinions of others. They shall acknowledge their academic debts and strive to be objective in the professional judgment of their colleagues. Faculty members accept a reasonable share of faculty responsibilities for the governance of the University. (RUSO 3.3.2d)
- e. Institutions of higher education are committed to open and rational discussion as a principal means for the clarification of issues and the solution of problems. In the solution of certain difficult problems, all members of the academic community must take note of their responsibility to society, to the institution, and to each other, and must recognize that at times the interests of each may vary and will have to be reconciled. The use of physical force, harassment of any kind, or other disruptive acts which interfere with ordinary institutional activities, with freedom of movement from place to place on the campus, or with freedom of all members of the academic community to pursue their rightful goals, are the antithesis of academic freedom and responsibility. So, also, are acts which, in effect, deny freedom to speak, to be heard, to study, to teach, to administer, and to pursue research. It is incumbent upon all members of the academic community to be acquainted with their individual responsibilities, as delineated by appropriate institutional statements found in the faculty handbook. (RUSO 3.3.2e)
- f. Faculty members have responsibilities to the educational institution in which they work. While maintaining their right to criticize and to seek revisions, they shall observe the stated regulations of the institution. Faculty members shall determine the amount and character of the work they do outside their institution with due regard to their paramount responsibilities within it. When considering the interruption or termination of his or her service, the faculty member recognizes the effect of such a

decision upon the program of the institution and gives due notice of the decision. (RUSO 3.3.2f)

- g. Faculty members have responsibilities to their community. As people engaged in a profession that depends upon freedom for its health and integrity, faculty members have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom. (RUSO 3.3.2g)
- h. Administrators must protect, defend, and promote academic freedom as well as academic responsibility. (RUSO 3.3.2h)

3.8.3 Patents/Copyrights

Specific policies regulating faculty patents and copyrights are set out in the Policy Manual of the Regional University System of Oklahoma (Policy 5.13). NSU guidelines for intellectual property are available in Appendix D. The full RUSO policy can be viewed at <http://www.ruso.edu/PolicyManual.aspx>

Patents: It is in the best interests of the Board and the State of Oklahoma to encourage faculty and staff members of the Universities to undertake creative endeavors and to receive ensuing recognition. The individual, or individuals, who makes the discoveries or inventions, which become the property of the university under this policy, will share in income derived by the university from the marketing of such inventions and patent rights based thereon according to such terms as the President of the University shall direct. As provided below, discoveries or inventions made or created by employees, faculty, and staff of the university will become the property of the university. Any and all benefits accruing to the university and derived from such discoveries or inventions will be used to further the research enterprise of the university. The university through its president or an officer of the university designated by the president may recognize the contract with patent service organizations, such for example, as University patents, Inc., or Research Corporation in regard to obtaining, maintaining, and marketing of patent rights (domestic and foreign) based on discoveries or inventions which are or shall become the property of the university pursuant to the Policy. It is not contemplated that the Patent Policy shall extend to and include questions of copyright ownership.

Inventions and Patents: All discoveries or inventions, whether patentable or unpatentable, and including any and all patents (domestic and foreign) based thereon and applications for such patents, which are made or conceived by any member of the faculty, staff, or student body of the university, either in the course of employment by the university or substantially through the use of facilities or funds provided by or through the otherwise commercially exploited as directed by the duly authorized office of the university, who shall be designated by the president of the university. (RUSO 5.13.1)

Copyrights: Under the Copyright Revision Act of 1976, 17 U.S.C. § 101 et seq. (1976), works of original authorship are protected by copyright from the time they are fixed in a tangible medium of expression, now known, or later developed. (RUSO 5.13.a)

All RUSO personnel, in accordance with the Board policy and basic objective of promoting creative and scholarly activities, are free to develop, create, and publish copyrightable works. (RUSO 5.13.b)

Copyrighted works produced by RUSO faculty and staff are the property of the creator of the work. All rights afforded Copyright owners under §106 of the Copyright Revision Act reside with the creator unless he/she has assigned or licenses any of the enumerated right. Decisions relative to registering commissioned works with the Copyright Office are left to the individual creator. (RUSO 5.13.c)

Copyright in works specifically commissioned by the university under §201(b) of the Act shall belong to the university. As copyright owner, the university shall make decisions relative to registering commissioned works. Royalties for university-commissioned copyrighted works may be shared by the university and the creator(s) of the work. The terms of any grant or contract relative to royalties shall take precedence over this policy should there be a conflict between them. Disputes arising over royalty sharing for university-commissioned works shall be referred to the general counsel for the Board. (RUSO 5.13.d)

Works produced under a specific contract or grant agreement between the University and a governmental

or other agency or organization are subject to the terms of the grant or contract. If copyright ownership is not specified, such rights shall reside in the creator. (RUSO 5.13.e).

Where university service units (such as media production department) are involved with the production of a substantially completed copyrightable product, royalties shall be distributed between the copyright owner, (i.e. faculty or staff creator), and the university as provided for in a written agreement concluded prior to the work being done. (RUSO 5.13.f)

3.8.4 SEXUAL RELATIONSHIP POLICY

Statement of Policy. RUSO affirms its commitment to the fair exercise of academic and employment power and adequate protection of individuals with limited power. University employees, including administrators; faculty; coaches; extracurricular, extramural and intramural activities supervisors; graduate assistants; and staff should demonstrate respect for students as individuals and adhere to their proper roles as academic guides, counselors, and facilitators. Employees must refrain from any exploitation of students and other employees. Such use of power to create sexual relationships will be dealt with promptly and confidentially by the university administration. (RUSO 5.6.1)

Sexual Conduct with Students Prohibited. No employee shall engage knowingly or attempt knowingly to engage in consensual or nonconsensual sexual conduct with any student whom the employee supervises, acts as academic advisor for, or over whom the employee has any power to determine the student's grade; honors; discipline; research opportunity; scholarship opportunity; acceptance in a graduate or other program of study; participation in arts, athletic, academic, or extracurricular competition; work-study assignment; or similar education-related matter. University employees' sexual liaisons with students in such situations exploit position, abuse power, and fundamentally harm the academic relationship. Voluntary intoxication with drugs, alcohol, or other substances shall not negate knowledge. (RUSO 5.6.2)

Sexual Conduct with Supervisee Prohibited. Supervisors' sexual liaisons with their supervisees may exploit position, abuse power, and fundamentally harm the working environment. No supervisor may engage knowingly or attempt knowingly to engage in consensual or nonconsensual sexual conduct with any employee, not his or her spouse, whom he or she supervises, directly or indirectly. Voluntary intoxication with drugs, alcohol, or other substances shall not negate knowledge. (RUSO 5.6.2)

Definition of Sexual Conduct. *Sexual conduct* includes, but is not limited to, any sex act, erotic touching, romantic flirtation, conversation of a carnal nature, advance or proposition for sensual activity, erotically explicit joke, remark of a carnal nature describing a person's body or clothing, display of an erotic object or picture, and physical contact reasonably believed to be of a sensual or flirtatious manner. *Sexual conduct* does not include reasonable use or delivery of bona fide lecture and/or instructional acts, statements, or materials. (RUSO 5.6.2)

Sanctions. Sexual conduct with students or employees in violation of this policy will not be tolerated. Appropriate disciplinary action may include a range of actions up to and including dismissal and/or expulsion. (RUSO 5.6.2)

Exceptions. Exceptions to sexual conduct prohibitions consistent with state and federal law may be granted in appropriate circumstances by the university president. The Board shall be notified of any such exceptions in a written, confidential personnel record at least one week prior to the next Board meeting. Exceptions involving presidents may be granted by the Board only. (RUSO 5.6.2)

4.0 FULL-TIME FACULTY WORKLOAD

4.1 Teaching

Full-time faculty have instructional and non-instructional duties as assigned by the University. Instructional duties include, but are not limited to, the teaching of assigned classes, evaluating the students in the classes, and meeting with those students who require assistance in their classes. Non-instructional duties include, but are not limited to, conducting research and other scholarly activity, advising and/or mentoring students, serving on committees,

sponsoring organizations, and participating in professional organizations. A full-time faculty member should generally carry an instructional load of twenty-four (24) to twenty-seven (27) hours per academic year and a non-instructional equivalent load of, nine (9) to twelve (12) hours per academic year, so the full-time load would be the equivalent of thirty-six (36) hours per academic year. (RUSO, 3.1.7)

4.2 Reassigned Time

The University may grant reassigned time from normal teaching responsibilities (described in 4.1 of the Handbook) to faculty for a specified time period to pursue approved academic projects. Such reassigned time must be used to engage in specialized scholarly and academic activity (e.g., grant administration, research), or cultural experience. Northeastern views reassigned time from teaching responsibilities as an investment with the expectation that the teaching reduction will significantly enhance the faculty member's capacity to contribute to the objectives of the University. Reassigned time approval shall be consistent with the appropriate budgetary and faculty arrangements so as not to disrupt the instructional program or other vital operations of the University.

Examples of reassigned time from instructional responsibilities include: a) receiving internal funds through the Faculty Research Committee to cover instructional/clinical replacement for a class/lab, permitting a faculty member to pursue approved projects; b) administration or involvement in an externally-funded grant/contract provided that the salary percentage is provided by the grant, equal to the academic load reduction (e.g., for a standard 12-hour load, 25% plus benefits for a three-hour course equivalency reduction); and c) serving in positions involving specified assignments essential to the instructional program of the University, including semi-administrative duties.

4.3 Other Activities

The composition of a full-time faculty member's workload normally will include a combination of teaching assignments described in 4.1 above and the following types of activities: student advisement; research, professional and scholarly activities, including grant solicitation; department/college/university/community service activities; and other appropriate professional activities as designated by the college dean and approved by the Provost/Vice President for Academic Affairs.

4.4 Summer and Short-Term Session Employment

An appointment to the summer faculty is limited to the specific summer for which the appointment is made. (RUSO 3.1.6) The full-time summer teaching load, including short-term intersessions attached to the summer semester, will be no less than six (6) and no more than seven (7) semester credit hours for an undergraduate load; and no less than four (4) and no more than six (6) semester credit hours for a graduate load. The teaching load for short-term intersessions classes (4 weeks or less) will normally be limited to no more than three (3) semester credit hours.

Selecting faculty to teach summer or short-term intersession classes in situations where there are more qualified faculty seeking employment than classes to teach must be dealt with in an objective manner. First, courses offered must be ones which best serve the needs of students (and their degree plans) and the University. A dean should base course selection on anticipated enrollment as assessed from current degree requirements. No nine-month faculty employee is guaranteed summer or short-term intersession class employment, but each dean will try to distribute the summer load among qualified faculty.

The objective distribution of a limited workload should consider criteria such as teaching skill, degree (doctorates first, etc.), specialized knowledge, and other such factors. Part-time employees may be hired to teach summer or pre-summer courses if no full-time faculty are available. All contracts must be justified by the dean to the Provost/Vice President for Academic Affairs. Perceived inequities in summer teaching loads within and across departments should be addressed first to the department chair, then to the dean, and then to the Provost/Vice President for Academic Affairs.

4.5 Cancellation of classes due to low enrollment

After regular enrollment, any class having fewer than the minimum number of students established by guidelines and approved by the Provost/Vice President for Academic Affairs will be subject to review by the department chair and the academic dean before continuance. A class will be retained only when it is determined that it is vital to a recognized degree program.

4.6 Faculty Overload Policy

A faculty member is eligible for extra compensation for teaching an overload course, provided that he/she has an

approved full-time assignment, that the overload course does not interfere with his/her regular duties, and that all University, State, and Federal regulations are observed. In no case should a faculty member be asked or be allowed to teach more than three (3) credit hours overload during any semester. Supplemental pay normally is given only when a faculty member's teaching load exceeds a full-time ~~work load~~ workload (see 4.0).

A faculty member may also receive payment, over and above his or her regular salary, for participation in a limited number (no more than five [5] days per calendar year) of non-credit conferences, short courses, workshops, and/or similar activities that are scholarly in nature and related to his/her discipline provided that:

- a. The activity does not interfere with his/her regular duties
- b. The funds for the payment are not funds paid by State appropriations to Northeastern
- c. The assignment is not for duties within the primary employing unit
- d. Other applicable University, State, and Federal regulations are observed.

For each individual overload situation, the faculty member's dean will be responsible for recommending the approval of the overload request to the Provost/Vice President for Academic Affairs. The Provost/Vice President shall review and approve all overload requests.

4.7 Courses Outside Regular University Workload

Faculty may be involved in teaching continuing education or educational outreach courses which are outside the regular University workload. For specific policies relating to continuing educational outreach courses, see 5.4.

4.8 Office Hours

Each full time, teaching faculty member is expected to keep eight (8) office hours per week during regular semesters and five (5) hours per week in the summer term. Office hours are times set aside for faculty members to communicate with students, advisees, and colleagues as well as complete administrative duties. For classes that meet once per week, it is highly recommended that one of the office hours be scheduled before or after that class on the campus where the class is held. At least one of these hours shall be scheduled each weekday that faculty have teaching responsibilities unless University commitments off campus prohibit it. Exceptions must be approved by department chairs. Part-time faculty or full-time faculty with University obligations other than teaching, will keep a number of office hours proportional to their teaching load.

Faculty teaching online classes may maintain a proportional amount of their required office hours online. Faculty, regardless of delivery method, will be available, a minimum of 50% of their office hours, in person, distributed through the week. Faculty with reassigned time from teaching provided through a NSU Faculty Research Grant are full-time and, hence, will maintain hours indicated above, but may be authorized to maintain a more flexible weekly schedule. Once a faculty member has established an office hour schedule for a semester, s/he will send the schedule to his/her dean who will forward the information to the Provost/Vice President for Academic Affairs. Faculty who are assigned as resident status at Broken Arrow or Muskogee campus will also send one copy of their office hour card to the respective campus academic affairs/administrative office. Any changes in office hours from those originally published in the syllabus, temporary or permanent, should be communicated to the departmental office and the impacted students.

5.0 SALARY

Faculty should also consult the NSU Employee Handbook for additional policies related to employment benefits and responsibilities.

5.1 Employee Agreements

Faculty are employed for a nine- (9) month academic year or, in a limited number of cases, a twelve- (12) month contract. Agreements for employment are issued by the President of the University acting upon recommendations forwarded by the Provost/Vice President for Academic Affairs. Twelve-month agreements issued to faculty representing the University as clinicians in a primary health care area may have specific terms of employment not stated in this Handbook, but approved by the Provost/Vice President for Academic Affairs and written into college by-laws.

5.2 Establishing Individual Salaries

5.2.1 Regular Semester

- a. Entering Salaries. Compensation will fall into ranges determined by the rank accorded a faculty member at the time of initial employment. Individual salary negotiations conducted with the dean and higher administrators during the hiring process may lead to individual salary differences.
- b. Salary Changes. If the budget permits, salary increases may be granted to all faculty with the decision on actual amounts determined by the president. When authorized by the University president, deans may also recommend merit awards based on criteria contained within the Professional Portfolio (Appendix C1). Additional salary increases may be given to faculty receiving a promotion or completing an advanced degree.

5.2.2 Summer Semester and Short-term Intersessions

Compensation for summer term and short-term Intersession teaching will be determined by the Provost/Vice President for Academic Affairs and will reflect the prevailing University policy in effect at the time.

5.3 Payment of Salary

Beginning fall (August) 2011, a All new full-time faculty will be enrolled in the twelve month pay plan. Faculty members enrolled in the twelve month pay plan will receive 1/12 of their base salary each month.

~~Regular faculty hired prior to August 2011 are encouraged to enroll in the twelve month pay plan. Faculty currently enrolled in the ten month pay plan will be allowed to continue in their current plan.~~

The first salary payment for the academic term will begin on the last working day of August and then on the last working day of each subsequent months. Direct deposit or pay card is mandatory for all employees. Notice of Deposit forms may be viewed online through NSU Web Services.

Beginning August, 2011, o Overload pay, intersession pay and summer pay will be included in the monthly pay cycle of the month in which the paperwork is complete and classes are complete. Fall and spring overload payments are paid in four installments. Add-pay is paid based on the definition of the project.

5.4 Continuing Education

Continuing Education courses (no transcript credit) are of public service nature and are administered by the College of Extended Learning under guidelines provided by the Regional University System of Oklahoma. The Office of Continuing Education provides opportunities for special interest non-credit courses, courses and programs to enhance job standing, and/or courses and programs to meet continuing education credits for certain occupations. The Oklahoma College of Optometry also provides professional continuing education for optometrist across the United States. Other colleges and programs provide continuing education in accordance with standards of professional organizations. Normally, Continuing Education instruction is paid as an add pay.

5.5 Part-Time Salaries

The rate of pay for part-time instructors is established by the Provost/Vice President for Academic Affairs. The actual salary offered will be determined by the needs of the University, in addition to the academic experience and qualification of the instructor. Payment to part-time lecturers instructors is made bi-weekly in eight equal installments across the each semester (fall, spring, and summer). Payment for the summer term is made in a similar fashion. Payments will be made by direct deposit or pay card.

5.6 Standard Payroll Deductions

The Payroll Manager administers the system of payroll withholdings. Although insurance, annuity, and savings plan withholdings are optional, Federal/State Income Tax, OTRS contributions, and FICA/MQFE withholdings are mandatory. At the time of employment, each faculty member will be required to complete forms defining the number of deductions for Federal/State Income Tax withholding purposes.

5.7 Faculty with Administrative Responsibilities

Administrative positions may carry increased responsibilities for a faculty member. These responsibilities may be rewarded with a temporary salary increase that will be adjusted upon release from administrative duties.

5.8 Outside Employment

While the University does not prohibit a faculty member from engaging in outside employment, prior approval is required. At the beginning of each academic year a form must be submitted to the department chair, who will forward it through the dean to the president of the University for approval. Such employment should in no way take time from, or interfere with the University services for which the faculty member is employed. Outside employment includes professional work of a continuous nature, such as supervision, consultation, advisory services, or other regular or occasional work; and specific work, usually of a limited duration, for which compensation is received. It does not include honoraria for lectures or for literary articles, private income from real estate, or investment and royalties from books and patents. Payments for services performed by a faculty member during any period in which he/she is not on the University payroll are excluded from consideration.

5.9 Financial Retrenchment

5.9.1 General Statement on Retrenchment

Financial exigencies may require an orderly release of faculty from their contracts in order to protect the existence of the whole University. Northeastern faculty and administrators are pledged to work together to find solutions when this dilemma arises. Although each faculty member judged to be of value to the University (through tenure approval and/or extension of continuing contracts) must be considered, the greater challenge is to preserve the integrity of the University and those programs most vital to Northeastern.

5.9.2 Identifying Programs/Faculty for Retrenchment

If a financial emergency arises, the President will ask the Provost/Vice President for Academic Affairs to identify a priority listing of missions/programs on the academic side of the University. Attention will be given to both historical and developmental missions and programs with the result being the ethical and legal preservation of the nucleus of the University.

Once the Provost/Vice President for Academic Affairs, working with each dean, has identified programs for retrenchment, an objective inquiry will start that will lead to the selection of faculty members the University can release without impairing a vital program or the University's Affirmative Action Plan. The following guidelines will apply:

- a. Non-doctorate, non-tenured faculty will be the first to be released with the last person employed being released first;
- b. Non-doctorate, tenured faculty will be considered next, with the last person hired being released first;
- c. When substantial retrenchment in a program or an entire program is being retrenched, tenured faculty of all ranks may be released with the last person hired being released first.

At the college level, deans will consult with faculty and department chairs to consider exceptions to these guidelines. After review, with input from the Curriculum and Educational Policies Committee, the Provost/Vice-President for Academic Affairs shall recommend to the President a list of faculty to be released. The President should act upon the data provided, but shall have the option to recommend the release of faculty and/or the elimination of programs other than those forwarded by the Provost/Vice President for Academic Affairs.

Obligations of the University

Prior to the release of faculty members, the administrators of the University will make reasonable efforts to find alternative ways to utilize the skills of the faculty members in order to retain their employment. A tenured faculty member who is to be released at the end of an academic year will be notified on or before December 1 of that same academic year. Non-tenured faculty will be notified no later than March 1 of that academic year. Tenured positions vacated due to financial emergency will not be filled for two (2) years, and non-tenured positions shall not be filled for one (1) year after the time of release. It is the responsibility of the president and Affirmative Action Officer, working with the appropriate academic units, to ensure that any retrenchment activity does not have a disparate impact on minority employees.

5.9.4 Rights to Appeal

Unless a non-tenured faculty member perceives that his/her release from the service of the University is for reasons other than a bona fide financial emergency, the provisions of the Grievance Policy (See 3.7) do not apply. Tenured faculty may appeal a dismissal based on financial emergency to the Appellate Committee on Dismissal of Tenured Faculty (See 3.55).

6.0 LEAVES, ABSENCES, AND SABBATICALS

Faculty should also consult the NSU Employee Handbook for additional policies related to employment benefits and responsibilities.

6.1 General Statement of Leave Policies

6.1.1 Work Role of Faculty

Faculty class workload, including office hours, should best serve the university and its students and can be arranged in various ways. While faculty members are allowed the freedom to arrange their non-class load in a way that allows them the most achievement, each University working day during a regular or summer semester is one that each faculty member must account for through presence or official leave.

Full-time faculty members are expected to complete assigned tasks during the eighteen (18) calendar weeks (approximate) of each of the two (2) regular (fall, spring) academic semesters. Full-time faculty employed in the summer semester have the same charge for the duration of their summer teaching assignment.

During a regular and/or summer semester, or short-term intersession, faculty will not receive any vacation days during the working week except for University observed holidays. Faculty do not earn overtime pay (except as overload – see 4.6) or compensatory leave.

6.1.2 University Closing

The Communications and Marketing Office will be responsible for contacting the news media if the president makes the decision to close any part of the university due to inclement weather or other conditions. It is the student, faculty, and staff member's responsibility to check the campus and public information sources to learn about campus closings or class cancellations when weather is questionable. If the closure is for an extended period, an administrative decision will be made concerning the leave policy to be applied.

Faculty members are encouraged to be flexible regarding student absences related to severe weather. Faculty members are obligated to hold classes if the university is open or classes are in session, unless the faculty member is unable to get to campus. If the University is open, but a faculty member feels it is impossible to travel to campus, he/she must notify the dean and request personal leave. An electronic Absence Report Form, indicating personal leave, would be required.

6.1.3 Leave Information

Information regarding the amount of leave available within a specific leave category may be found by contacting Human Resources or through the employee portal in goNSU. To determine if an absence qualifies for paid leave, a faculty member may inquire at the Office of Human Resources prior to the absence.

6.1.4 Absence Report for Academic Personnel

Faculty are expected to follow the procedure determined by their dean or designee any time they know they will be, or are, late to or absent from work. In chronic or unusual cases of absenteeism, the University reserves the right to require documentation or verification of the reasons for absence.

When absent from work, a faculty member shall inform the appropriate dean or his/her designee. The dean has a responsibility for approving absences and assisting with making satisfactory arrangements for classes or other duties assigned during the period of the absence.

~~NSU Travel Approval Request. This form is used for faculty to request out-of-state travel for professional reasons. Faculty on official University business, including attendance at professional meetings, representing the institution at appropriate conferences and agencies, travel with students directly related to academics, travel related to internships, and travel that is a required part of carrying out specified University assignments, must complete this form. The form is to be completed, approved by the college dean, and forwarded to the Provost/Vice President for Academic Affairs.~~

6.1.5 Charging of Leave Time

No leave time may be taken prior to the date it is earned. Regardless of the faculty member's daily schedule, all paid leaves taken are charged according to the following schedule:

- a. Faculty missing all scheduled classroom and/or office hours in one day/evening are charged one day (eight hours).
- b. Faculty missing half of classroom and/or office hours for half a day/evening are charged one-half of a day (4 hours).
- c. A record is maintained for each employee, showing leave time used and the current amount of leave time available. All questions regarding leaves and leave balances should be directed to the Office of Human Resources.
- d. Faculty members traveling on official university business are not charged to personal leave.

6.2 Sabbatical and Staff Development Leave

6.2.1 Purpose

The university may grant a sabbatical leave to faculty members to provide an opportunity for continued professional growth and new or renewed intellectual achievement through study, research, writing, and travel. The primary purpose of sabbaticals should be for post-doctoral study. A sabbatical may be used to engage in specialized scholarly activity or to provide a broad cultural experience. Such sabbaticals are intended to take place in off-campus settings. The University views a sabbatical as an investment with the expectation that the sabbatical will significantly enhance the faculty member's capacity to contribute to the objectives of the University. For this reason sabbatical leave applications are approved only when significant evidence indicates that the individual will achieve this purpose. Also, the approval of such sabbaticals shall be consistent with the appropriate budgetary and faculty arrangements so as not to disrupt the instructional program or other vital operations of the University. (RUSO 3.5)

6.2.2 Conditions of Award

A full sabbatical leave will be for one year at one-half salary. Persons who qualify for less than full sabbatical may be awarded a sabbatical on a proportional basis. Sabbatical leaves shall not be used as a means of augmenting personal income. The sabbatical program requires that persons on sabbatical devote full time to the scholarly activity for which the sabbatical is granted and will receive no salary or stipend from sources other than the University, except that, with University approval, a) persons on sabbatical at less than full salary may engage in other scholarly activity consistent with that for which the sabbatical is granted and receive salary, stipend, or honoraria from other sources in such amounts that total salary stipend and honoraria do not exceed the annual income normally earned, and b) persons on leave may receive grants from other sources for travel and research expenses incident to their scholarly activity. (RUSO 3.5)

Individuals receiving sabbatical leave shall enter into written agreement to return to the service of the University and to remain for a number of months equal to four times the number of months of full-time equivalent salary (example: One half (½) salary x ten (10) months = five (5) full-time months; the number of months to return to the University is five (5) full-time months x four (4) = twenty (20) months), or to repay the University the amount of salary received while on sabbatical leave, unless released from the obligation by the Board. If the individual leaves the University prior to the end of the required time, whether voluntary or involuntary, the amount to be paid the University shall be proportionally reduced.

The following agreement will be made by the faculty member applying for sabbatical leave:

- a. I agree to report in writing to the Provost/Vice President for Academic Affairs via my college dean within three months of returning to University service a report of the activities I undertook on my sabbatical, and I understand that should I fail to do so any future leave application can be denied.
- b. I agree to withdraw from all departmental, college, and University committees for the duration of my leave.
- c. I agree to remain in the service of the University at not less than my present salary for a number of months equal to four times the number of months of full-time equivalent salary.
- d. I further agree that, in the event I do not return to the University, I will repay the University salary and cost of benefits received from the University during the sabbatical leave, and that, if I do not repay such sums upon demand, the University may bring all necessary legal actions to recover this money from me.
- e. I have read the section of the Faculty Handbook regarding the official policy of sabbatical leave.

At the termination of the sabbatical, and not later than three months after returning to the campus, the individual shall submit a report of the activities undertaken to the Provost/Vice President for Academic Affairs through the department chair and college dean. The report will be used to evaluate future applications for sabbaticals of faculty members who have been granted one or more sabbaticals.

6.2.3 Eligibility

Faculty members are eligible for full sabbatical leaves when they have been full-time employees of the University for six academic years. In order to qualify for a prorated sabbatical, the individual must have been a full-time employee of the University for a minimum of two academic years. For the purpose of determining eligibility for a sabbatical leave, time spent on a sabbatical is considered as full-time employment; however, time spent on leave without pay is not considered full-time employment. A faculty member is eligible for a subsequent full sabbatical after six years following any sabbatical leave grant, whether full or partial. (RUSO 3.5)

6.2.4 Application

A faculty member shall make formal application for a sabbatical leave (submit to dean by September 30) which includes the reasons for requesting the sabbatical leave, the activities planned during the sabbatical, and a schedule of the use of time while on the sabbatical leave. The application should be submitted to the president of the University through the appropriate department chair, dean, and Vice President. The department chair, dean, and Vice President shall each include a recommendation regarding the sabbatical leave. The decision for recommendation of a sabbatical leave shall be based on the following criteria:

- a. Evidence of the highest critical need in order to maintain academic effectiveness;
- b. Total years of academic or professional service at the university;
- c. Potential contribution to an academic or professional discipline;
- d. Length of remaining service to the University;
- e. Possession of a terminal degree in the teaching field assigned, or pursuing a terminal degree in a teaching field in which there is a shortage of qualified faculty.

6.3 Leave of Absence

A Leave of Absence is any leave taken by a faculty member for good and sufficient reason as determined by the University, which does not qualify as any other leave type. Such leave may be granted for up to thirty (30) days by a dean, six (6) months by the Provost/Vice President for Academic Affairs and one (1) year by the President of the University. When a faculty member takes any leave of absence, a Personnel Action Form - Change of Status must be processed effective the first day of absence. A second Personnel Action Form - Change of Status must be processed when: (1) the faculty member returns to work, or (2) if the faculty member does not return and is to be terminated. Refer to the Employment Handbook, HR 5.0, Leave Programs for eligible programs and procedures.

7.0 INSURANCE AND RETIREMENT

Faculty should also consult the NSU Employee Handbook for additional policies related to employment benefits and related policies.

7.1 Insurance

Insurance provided by the University will continue during the summer months for full-time faculty who do not work during the summer and plan to return in the fall. Faculty members who have dependent coverage or other optional insurance and are paid on a ten (10) month basis, will have an amount withheld from their last pay check sufficient to pay the summer premium. Payroll deducted health insurance premiums may be tax-sheltered. All pre-tax participants must complete a Section 125 Election Form prior to the beginning of each calendar year. Specific details of University provided insurance plans are available in the [Office of Human Resources](#).

7.2 Retirement

7.2.1 Oklahoma Teachers' Retirement System (OTRS)

Membership in the Oklahoma Teachers' Retirement System is mandatory for all full-time faculty under the age of 55. Retirement benefits are calculated on a combination of the final average salary and years of creditable service as defined by OTRS (see [Teachers' Retirement System of Oklahoma, Rules and Laws](#)). Detailed information is available in the Office of Human Resources. Faculty members should contact [Human Resources](#) at least **three four** months before a planned retirement.

To be eligible for full OTRS retirement benefits, faculty members must be at least 62 years of age and have five (5) full years of contributing membership OR faculty who joined OTRS prior to July 1, 1992 are eligible for full retirement when creditable service years and age total 80. For faculty employed after June 30, 1992, the total for creditable years and age is 90.

Reduced retirement benefits are available for members from ages 55 through 61, with at least five (5) years of Oklahoma creditable service, but who do not have the 80 or 90 "points" above, OR have 30 years or more of creditable years of service regardless of age.

According to the OTRS Client Handbook, Plan Provisions (pp. 8-9), to be eligible for full retirement (an unreduced benefit), one of the following requirements must be met:

Age 62 or Combination 80. Those who joined the System prior to 7/1/92 may retire at age 62 or when the client's age and years of creditable service total 80 points (e.g., age 60 + 20 service years = 80 points). Those who joined in the 1991-92 school year were required to remit contributions on the full 1991-92 salary prior to end of school year to qualify for the Combination 80. The highest three salaries are used in the calculation of the benefit (within salary cap elections, see OTRS Client Handbook, page 12).

Age 62 or Combination 90. Those who joined the System after 7/1/92 and before 11/1/11 may retire at age 62 or when the client's age and years of creditable service total 90 points (e.g., age 55 + 35 service years = 90 points). Benefits are calculated using the highest consecutive five contributory salaries (limited to pre 7/1/95 salary cap elections, see OTRS Client Handbook, page 12).

Age 65 or Combination 90 at Age 60. Those who joined the System on or after 11/1/11 may retire at age 65 or when the client's age is at least 60 and years of creditable service total at least 90 points (e.g., age 60 + 30 service years = 90 points). Benefits are calculated using the highest consecutive five contributory salaries.

For new TRS members who become members on or after November 1, 2017, the number of years to "vest" and become eligible for a TRS pension increases from five (5) to seven (7) years. Effective date 11/1/17.

Refer to the [OTRS manual, "Teachers' Retirement System of Oklahoma: Rules and Laws,"](#) for details.

7.2.2 Supplement Retirement Plan

The purpose of the Board of Regents of the Regional University System of Oklahoma Retirement Plan is to provide supplemental retirement benefits for all eligible faculty members. The benefits provided by this plan will be paid from an Annuity Contract and will be in addition to any benefits eligible faculty members are entitled to receive under Social Security. A faculty member whose full-time date of employment was prior to July 1, 1995, and who was a member of the Oklahoma Teachers' Retirement System prior to July 1,

1995, shall be eligible for the plan calculation. For details, contact the Office of Human Resources.

7.2.3 Retirement Annuity

Employing entities of the Regional University System of Oklahoma may participate in deferred compensation plans as defined by Internal Revenue Code Section 403(b). Effective January 1, 2008 none of the employing entities shall require employees to participate in such deferred compensation plans.

7.2.4 Retirement Age

Compulsory Retirement. In accordance with the Age Discrimination in Employment Act, it shall be the policy of the Board to prohibit compulsory retirement based on age of employees forty (40) years of age or over.

8.0 TRAVEL POLICIES

Faculty should also consult the NSU Employee Handbook, HR 3.5, Compensation for Travel/Conference for additional policies related to employment benefits and responsibilities.

8.1 General Statement

Requests for travel must first be approved first by the appropriate department chair and dean. Faculty members requesting travel are expected to make satisfactory arrangements for their classes and list those arrangements on the "Absence Report Form" and/or "Request for Travel Form", the "Preapproval for Out-of-State Travel" form, and other required forms. The failure to obtain approval in advance for travel is grounds for denying reimbursement. Faculty may be reimbursed in part for travel expenses incurred while conducting authorized University business. Official business includes attendance at professional meetings, representing the institution at appropriate conferences and agencies, travel related to internships, and travel that is a required part of carrying out specified University assignments. Official policies regarding travel, and reimbursement, and forms can be found at

<https://procedures.nsuok.edu/BusinessFinance/Travel/Procedures.aspx>

<https://procedures.nsuok.edu/BusinessFinance/Travel.aspx>

Faculty should also consult the NSU Employment Handbook for policies regarding travel.

Deans shall keep records for all travel charged to college budgets. Prior to planning a trip, a faculty member should consult with the college dean or account sponsor to discuss current University policy affecting travel. Information from the Office of Business Affairs goes to account sponsors and is not distributed directly to faculty.

State law specifies that travel expenses incurred by a person seeking employment with a state agency may be reimbursed only if the travel is performed at the request of the employing agency.

8.2 Professional Meetings

Requests to attend professional meetings must be accompanied by a program or letter of invitation. Money budgeted for faculty travel is not to be used for field trips, unless student attendance is incidental to faculty participation in a professional activity. Per diem expenses for students will not be charged to a faculty member's travel funds.

Employees traveling on official business for the University are expected to exercise the same care in incurring expenses that a prudent person would exercise if traveling on personal business. Excess costs, circuitous routes, delays, luxury accommodations and services unnecessary or unjustified in the performance of official business are not acceptable and should be avoided.

8.3 Reimbursement

In order to receive reimbursement for travel, it is necessary to complete a "Travel Voucher" form, available in college offices, upon completion of the trip. The required receipts must be attached to this form. The routing of the "Travel Reimbursement Summary" which may be found in the college dean's or chair's office is designated on the form. The

amount claimed for reimbursement may not exceed the amount approved on the "Request for Travel Form." Following are some general provisions of reimbursement as noted by the State Finance Director, in accordance with the "State Travel Reimbursement Act" of 1972.

8.3.1 General Provisions

Travel status for the purpose of meals and lodging expenses is defined as absence from the employee's home area or regular duty station area while performing official state business. Travel status for expense reimbursement is further determined by the following guideline tests (both tests must be met):

Distance test: The travel distance performed must be such that the employee cannot reasonably leave from and return to his/her office location at the start or close of each day's work schedule. The reasonableness guideline used for the distance test is sixty (60) miles (one-way) or more. There may be valid reasons that would waive the distance guideline. The employee should provide written clarification/explanation of the travel purpose and requirements and reasons for allowance of the expenses.

Duration test: In order to claim overnight status reimbursement (e.g. per diem meals), without support of a lodging receipt, the traveler must have been in travel status for eighteen (18) or more hours. For further clarification contact the Office of Business Affairs, or refer to Meals Expense (Per Diem) Reimbursement Rate Table available in college offices.

Reimbursement for meals and lodging on out-of-state trips shall not begin more than twenty-four (24) hours before or continue more than twenty-four (24) hours after the objective of the trip (meeting, workshop, conference, etc.) has been met. Reimbursement for meals and lodging on out-of-country (international) trips shall not begin more than forty-eight (48) hours after the objective of the trip (meeting, workshop, conference, etc.) has been met. On the "Request for Travel Form," the traveler must list the dates and times that the meeting begins and ends and attach any program, agenda, brochure, etc., that lists this information. The dates and times for the start and end of travel will also be listed on the absence report. In-state travel is reimbursed using the same twenty-four (24) hour rule.

8.3.2 Lodging

Reimbursement for overnight lodging while in official travel status may be made at a rate not to exceed the specified limit per night for in-state or out-of-state travel. Receipts issued by hotels, motels, or other public lodging places must show a zero (0) balance. Such receipts must accompany the claim for reimbursement, noting the city and state in which the site of lodging was located and the dates of occupancy.

When traveling to a conference/meeting sponsored by any organization other than NSU, faculty must obtain an announcement or notice from the sponsor stating "Designated Lodging" and the reduced rates listed. If the conference/meeting is not designated lodging, only the maximum daily rates, including any associated tax charges, will be reimbursed as specified in the State Travel Reimbursement Act.

8.3.3 Meals

A per diem reimbursement for meals is provided while in official travel status. A per diem rate schedule is available at the government website. In computing reimbursement for meals, a day shall be a period of twenty-four (24) hours. If the trip lasts more than twenty-four (24) hours reimbursement for each quarter day (6 hours) or a major fraction thereof (3 hours or more) may be made. If the overnight trip takes less than twenty-four (24) hours, but more than eighteen (18), there may be fractional reimbursement for meals.

8.3.4 Transportation

No travel expense shall be incurred except for official business approved in advance. The traveler should anticipate all needs, including local transportation. Any request submitted after the deadlines noted below should carry a note of explanation and should be hand-carried for signature.

a. In-State

In-state travel requests should be submitted at least ten (10) days before the expected trip.

1. University Vehicle

If available, and authorized by the account sponsor, a University vehicle may be reserved in advance. The need for the vehicle must be noted on the form requesting travel approval along with an accurate estimate of the cost of vehicle use (anticipated miles x current charge/mile). The faculty member planning to use a vehicle should check with the office responsible for vehicle schedules as far as possible in advance of a trip. No vehicle can be taken unless the travel form has been processed properly. If it becomes necessary to cancel a scheduled trip, the vehicle scheduling clerk should be notified promptly so the vehicle can be reassigned.

2.—Private Vehicle

Travel by privately owned vehicle may be reimbursed based on the distance traveled (as set forth in the latest State Highway Commission road map) times the current University per mile reimbursement rate. Vicinity travel (travel accomplished in the vicinity of the destination) must be entered on the travel claims as a separate item. When reimbursement is claimed for use of a privately owned vehicle, the approving officer, by his/her approval of the claim, certifies that a University owned vehicle was not available for use.

3.—Transportation of Passengers

While conducting state business, employees are not allowed to transport passengers, while driving a state owned vehicle or personal vehicle, unless the transportation of that person is necessary to conduct state business.

4.—Local Transportation

In-state local transportation such as shuttles, taxis, etc. will be reimbursed only upon justification as to the necessity for their use.

b.—Out-of-State

Out-of-state travel requests should be submitted at least thirty (30) days prior to the date of departure to be sure that the request clears all offices beforehand. Airline reservations will not be made without an authorized travel request. The thirty (30) day rule applies to out-of-country (international) travel as well. Regardless of the travel mode (including privately owned vehicles), reimbursement for out-of-state transportation costs shall not exceed that of coach air fare. However, commercial airline travel on a first class basis may be reimbursed if coach class space is not available within a reasonable time and is justified by an attachment to the claim.

1.—Airline

After processing a "Request for Travel Form," a faculty member desiring to travel by air must obtain pricing from a state approved travel agency and flight information from the vendor. Commercial airline tickets must be purchased from a state approved travel agency when possible or from other sources if for a lesser amount.

2.—Local Transportation at the Destination

Local transportation costs incurred during out-of-state travel may be reimbursed with an itemization of such costs. Reimbursement for leased/rented automobiles will be made in the same manner, but will not exceed the rate provided for the use of privately owned vehicles.

Employees traveling on official business for the University are expected to exercise the same care in incurring expenses that a prudent person would exercise if traveling on personal business. Excess costs and circuitous routes are not acceptable and should be avoided. Travel must be by the most direct route possible; and must begin at the "official station" of an employee. The "official station" is defined as the designated location where the employee primarily performs his/her responsibilities. If travel begins or ends at the employee's home and that distance is shorter than to or from the official duty station, the shortest distance must be used. Transport of state vehicles to an employee's place of residence prior to travel, in place of pick up at the official station, is prohibited.

8.3.5 Miscellaneous Expenses

Reimbursement claims for miscellaneous travel expenses such as registration fees must be itemized. If the association sponsoring the meeting will accept a University Purchase Order, the payment of the registration fee may be done by requisition prior to the travel.

8.3.6 Receipts Required

Lodging receipts from a motel, hotel, or other public lodging place must accompany the claim for reimbursement. Claims for reimbursement of registration fees must be supported by a receipt. Claims for reimbursement of transportation by commercial airlines shall be accompanied by a copy of the airline itinerary. Reimbursement for official use of leased or rented automobiles must be supported by a receipt indicating miles traveled. All receipts must show a zero (0) balance for reimbursement.

8.3.7 Disbursement of Travel Checks

Reimbursement for travel checks are mailed to the claimant's residence.

9.0 CAMPUS SERVICES

Faculty should also consult the NSU Employee Handbook for additional policies related to employment benefits and responsibilities.

9.1 Campus Parking

Faculty and staff of the University who park vehicles on campus are required to purchase and display a parking permit. Faculty/Staff must register their vehicles upon reporting to work or when notified to renew their annual permit. All parking permits expire on August 31 of each year. When a Faculty/Staff member terminates his/her employment with the University, the parking permit(s) must be returned to Human Resources as part of the exit interview process. Parking permits are to be displayed inside the front window, on the driver's side, lower left corner.

Faculty/Staff should obtain their parking permit at the Parking Service Office in the lower level of the University Center or reply to the email notification sent to renew their annual permit. As a service and benefit for NSU employees, additional parking permit(s) may be purchased for secondary vehicles at a reduced rate.

The Faculty/Staff parking permit allows parking in areas signed and designated for Faculty/Staff or multipurpose between the hours of 7:30 a.m. and 5:00 p.m. After 5:00 p.m. Faculty/Staff may park in Faculty/Staff, Commuter and Visitor lots until 7:30 am the following morning. Faculty/Staff who reside on campus may park in Housing Residents or Family Housing Resident areas with their faculty permit displayed.

9.1.1. Event Parking

Major events on the Tahlequah campus should be coordinated with the University Police and Parking Services Office. Whenever applicable, the host, whether Student, Staff, or Administrator should obtain visitor parking permits for their guests. An event coordinator should contact the Parking Services for specific instructions. Visitor parking is reserved for guests on campus who are not affiliated with NSU. Visitors who park on campus are encouraged to obtain a free visitor parking permit available in the University Police and Parking Services or the Business Affairs Office.

Questions about tickets, fines, decals, temporary parking permits, etc., should be directed to the University Police & Parking Services.

For more information go to <http://offices.nsuok.edu/publicsafety/ParkingServices.aspx>.

9.2 University Mail Services

All mail on the Tahlequah campus is received and disbursed by JD Young Print, Copy, and Mail Services, located in the basement of the University Center. There is one mail delivery each weekday. Outgoing mail should be at the mail center no later than 2:30 p.m. for processing as it leaves campus at 3:30 p.m. daily. Northeastern will pay postage on mail pertaining to University business only. Such mail must be delivered to the mail center with proper identification of the department to which the mailing costs will be charged. Campus mail is also exchanged through the mail center. Stamps, a bulk mailing/labeling service, and complete mailing/shipping services are available to the University and the public through the mail center.

JD Young Print, Copy, and Mail Services operates the Courier Service from the Tahlequah campus to NSU-Muskogee and NSU-Broken Arrow. It is a one-way, mailroom-to-mailroom, service for same-day (if received before 1 pm)

delivery of material going from Tahlequah to Muskogee or Broken Arrow Campus departments. Items picked up by Courier Service from Muskogee or Broken Arrow will be delivered to the Tahlequah offices on the following business day. Prior to preparing large mailings, check with JD Young for their current guidelines.

9.3 Telephone, Fax, Postal Usage

Each college on the Tahlequah campus is budgeted for communication purposes. Many phones (extensions) on campus will not allow long distance dialing. Faculty should check with their deans for information on making long distance calls for University business. The billing of personal long distance calls, personal fax messages, or personal mail charged to a University account is a violation of University policy.

Faculty and staff who are required by the university to have wireless communication devices will receive an allowance for reimbursement of the employee's business use of their personal wireless device and plan. It is not intended to fund the cost of the device or fund the entire monthly services billing.

See Personal Wireless Communication Device Policy & Allowance at <http://procedures.nsuok.edu/payroll/PersonalWirelessCommunicationDevice.aspx>. See Personal Wireless Communication Allowance Authorization Form at <https://offices.nsuok.edu/Portals/23/Payroll/Personal%20Wireless%20Communication%20Allowance%20Authorization%20Form.pdf>

10.0 STUDENT-RELATED RESPONSIBILITIES

10.1 Student Advisement

All students receive academic advisement upon admission to Northeastern State University. During an enrollment appointment, new students meet with University Advisors to learn about university and departmental requirements, discuss their educational plans, and select courses.

Students who are undeclared, have no preference or are ineligible to declare their major are advised by University Advisors in the University Advising Center. Students interested in pursuing careers in pre-professional health, computer science, engineering or music should declare their intent as soon as possible to ensure proper advisement. Students with declared majors are advised in one of the four college advisement centers by Academic Advisors and within their academic programs by Faculty Advisors. All Broken Arrow campus students declare their major upon intake with a University Advisor in the Enrollment Management Center and are referred to a college Academic Advisor.

Upon declaring a major, students are then advised by College Academic Advisors who specialize in plans of study and assisting students in building schedules and encourage degree completion in an appropriate time frame.

Because regular consultation with an advisor is critical to student success, NSU will place periodic enrollment holds on all students at key checkpoints to ensure progress toward graduation. These degree checks include the following:

- a. Each semester while undeclared. All undeclared students will be required to meet with an Academic Advisor each semester until they declare their major.
- b. ~~Over 30 hours and still undeclared. Students who have not declared their major by the time they have earned 30 credit hours will receive an enrollment hold requiring them to meet with their University Advisor. Assistance with determining a major/career will be the sole point of this block.~~
- c. First semester after major declaration. All recently declared students will be required to meet with their Academic Advisor prior to enrollment in their first semester in that college (the first semester after they declare their major). This checkpoint hold will require them to meet with their new Academic advisor to confirm their concentration/minor, assign/introduce their Faculty Advisor, review any departmental requirements and plans of study, and referral to Career Services.
- d. ~~Midway Checkpoint. All students with 50 hours remaining until graduation (based on the calculation in~~

DegreeWorks) will have an enrollment hold requiring them to see their Academic Advisor. During this appointment, the Academic advisor and student will make sure the student is progressing toward their academic goals.

- e. Prior to graduation. All students who have earned 90 or more credit hours (based on the calculation in DegreeWorks) will have an enrollment hold requiring them to see their Academic Advisor. During this appointment, the advisor and student will make sure all course evaluations/substitutions are documented; the student is on track for graduation and all obstacles for graduation are removed. The student will know when to apply for graduation. Career Services referrals and/or graduate school discussions will occur with their Academic and Faculty Advisor.

10.2 Classroom Policies

10.2.1 Response to Disruptive or Threatening Situations

Northeastern State University supports the principle of freedom of expression for both instructors and students. NSU respects the rights of instructors to teach and of students to learn. Maintenance of these rights requires classroom conditions do not impede teaching and learning. Classroom behavior that interferes with either 1) the instructor's ability to conduct the class or 2) the ability of other students to participate in the instructional program will not be tolerated. The term "classroom behavior" also includes student activity in an online environment. An individual engaging in disruptive classroom behavior may be subject to disciplinary action. (See the NSU Student Code of Conduct at <http://offices.nsuok.edu/studentaffairs/RightsResp/CodeofConduct.aspx> and/or individual college codes of conduct, if any). Students who disrupt the process of learning in the classroom are subject to removal from the class and referral to the Vice President of Student Affairs.

Classroom disturbances that cannot be resolved between the faculty member and the student may be resolved by the faculty member's department chair, college administration or by the Office of Student Affairs through the normal reporting hierarchy. All such disturbances must be reported to the faculty member's College administration. If and when faculty perceive they are faced with potentially threatening actions or demeanor from individuals in or outside the classroom they should immediately contact University Police at the respective campus.

An offense that is motivated by bias may result in stronger penalties. An offense motivated by bias is any offense wherein the accused intentionally selects the alleged victim because of the alleged victim's race, creed, disability, color, religion, national origin, gender, age, marital status, sexual orientation, public assistance status or inclusion in any group/class protected by state or federal law.

Such situations should also be referred to the NSU Behavioral Intervention Team for monitoring, investigation, intervention, and/or follow-up. A referral can be made by calling Campus Police and/or Student Affairs.

10.2.2 Admission to Class

A student whose name is not on the official class list should be instructed to clear his/her enrollment with the Registrar's office immediately. Non-enrolled students shall not be allowed to attend class.

10.2.3 Required Course Syllabus

Faculty are to provide students with a course syllabus during the initial meeting of the class or online when the class begins. The syllabus shall follow the format provided by the college office and/or department. The syllabus will include the course name/number; days/times the class meets; instructor's name, email address, office location, and campus phone number; office hours; course prerequisites; texts and other materials to be used; learning outcomes/objectives, outline of topics; anticipated reading assignments and test days; evaluation methods; statement regarding students with disabilities (see 10.33); inclement weather policy; academic misconduct policy and any special comments that relate to the teaching of the subject. These policies related to the syllabus are found at <https://offices.nsuok.edu/academicaffairs/SyllabiInformation.aspx>. Course syllabi (including those for online classes) should be filed with the dean of the college in which the course is being taught.

10.2.4 Attendance

a. Student Attendance

Regular attendance in classes is required. Excessive absences may be reflected in the grade assigned. Class attendance policies that impact grades must be included in the course syllabus. Instructors should keep a record of daily attendance for each student. This procedure may be important in verifying student presence for financial or legal reasons.

Absences for University-approved functions may be permitted only after the activity sponsor has received authorization (see 10.2.4b). This approval does not excuse students from fulfilling assignments and tests in the course, but authorizes them to receive reasonable accommodations from the instructor in fulfilling the assignments. It is the student's responsibility to contact the instructor prior to the event to make arrangements for the classes missed.

b. Authorized Student Absences

Student absences from classes which are due to University-sponsored activities require that the sponsor complete the appropriate request form, "*University Approval for Student Absences from Class.*" This form is signed by the sponsor, college dean, Dean of Students, and Provost/Vice President for Academic Affairs. The form is due in the Academic Affairs Office five days prior to the requested absence.

Once the absence form has been approved, faculty of classes in which students are enrolled will receive an "Absentee Report" as soon after the event as possible. These reports verify that the absence has been approved as a University function. They include the course, student's name, the activity, and date(s) of absence. An illness or emergency related student absence must be documented through the Office of Student Affairs which will provide notification of the time missed to each affected faculty member. The responsibility of students is to notify faculty ahead of the authorized absence and to make arrangements for any assignments and tests.

Faculty are expected to accommodate the student's schedule by permitting assignments to be handed in or tests taken, early or late; or by making other appropriate adjustments. Faculty must ensure that University authorized absences do not reflect unfairly upon a student's final grade.

An illness or other absence need not be reported to Student Affairs unless it results in a prolonged absence from classes, hospitalization, or an inability to return to classes. In such cases, Student Affairs will notify the faculty member(s). It is the responsibility of the student to communicate with his or her faculty to make arrangements for any missed assignments or tests. Student Affairs does not "approve" absences or collect/distribute documentation for doctor appointments, dentist visits, or other routine medical care.

c. Attendance Reporting

In order to be in compliance with federal reporting guidelines for financial aid, faculty will need to report attendance for all students enrolled in first eight weeks, second eight weeks, and full term and summer classes. This reporting requirement applies to undergraduate, graduate and professional level classes and students. Attendance in online classes requires some type of engagement in the class (participation in a discussion board, completing an assignment, etc.). For sections in which there are no "non-attending" students, faculty will complete the same report and verify all students attending. Instructions for reporting attendance are distributed at appropriate times during the semester.

10.2.5 Examinations

Examinations are part of the student evaluation process for most courses, and the number and style required are determined by the instructor.

The last full week of classes before final examinations is designated as Finals Preparation Week for each fall and spring semester. This week should be a time when students are completing their semester and looking forward to their culminating work of finals week. While Finals Preparation Week will contain exams or lectures as warranted by the professor, certain stipulations will be enforced to ensure predictability in this critical time.

1. Final examinations will be given during their approved time during finals week in keeping with University Policy. The only exceptions to this restriction are laboratory course finals that are traditionally given during Finals Preparation Week to avoid scheduling conflicts.
2. Any assignments that are to be turned in during Finals Preparation Week must appear on the syllabus at the beginning of the semester.
3. Student organizations are expected to refrain from holding meetings, functions, or sponsored events during Finals Preparation Week. Any exception to this restriction must be authorized in advance by Office of the Vice President of Student Affairs.

NSU values the best efforts of its faculty and students. This policy recognizes the importance of preparation and planning to make Finals Week successful.

Professors teaching online classes must conduct their final examination(s) during finals week.

10.2.6 Grade Reports

Faculty members are responsible for maintaining accurate and complete records of student performance that can be used to justify a student's course grade. These grade records should be retained by faculty for future reference. (See Section 10.2.9)

a. Mid-term grades

Faculty are expected to record mid-term grades and attendance information for all new freshmen, veterans, and students who are experiencing academic difficulty. The mid-term grades are posted on unofficial transcripts for a few weeks and are used, along with the attendance report, for advisement purposes.

b. Final Term Reports

Faculty are responsible for electronically submitting final grades for each class according to the deadline established by the registrar. For procedures refer to "On-Line Grade Entry Process" issued by the registrar.

For all incomplete ("I") grades assigned, the instructor is required to fill out an *Incomplete Grade Form* and submit to the department chair. Once the required work is completed the instructor will submit to the dean/chair Part II of the *Incomplete Grade Form* indicating the grade received for the course, and then submit the form to the Office of Admissions and Records. Students must complete an "I" grade in one calendar year or it remains a permanent I grade.

c. Reports to Students

Course grades are made available to students shortly after the end of the semester through the NSU portal, goNSU. Accordingly, it is unnecessary for faculty to post grades of students. Grades may be posted only if the student cannot be personally identified. Social security numbers, alphabetical listing, or other personally identifiable codes may not be used.

10.2.7 Grade Appeals

a. Conditions Allowing for a Grade Appeal

1. By student:
 - a. Allegations that an instructor's policy in assigning final grades is not applied consistently or in a justifiable manner to all students within a class and section.
 - b. Allegations that the method of assigning grades differs from the method described in the instructor's course syllabus or in other material made available by the instructor to the students.
 - c. Allegations that the instructor's policy on assignment of grades was not made known to students.
2. By instructor:

Allegations that the student achieved a grade through plagiarism, cheating, or misrepresentation are grounds for a potential grade appeal / investigation. There is no time

limit for an instructor to take corrective action as a result of a grade received through plagiarism, cheating, or misrepresentation.

b. Procedures for Student Appeal of a Grade

Refer to: Northeastern State University Grade Appeals Process available in the dean's office in each college.

1. The first step in appealing a grade is for the student to consult with the instructor of the course for the purpose of seeking a satisfactory explanation and/or resolution.
2. If, after talking with the instructor, the student feels that his/her complaint has not been resolved, he/she may ask the department chair to review the matter. The chair shall discuss the matter with the instructor involved or refer the matter to the dean to seek resolution of the complaint.
3. If, in the opinion of the student, the complaint is still not resolved, the student may discuss the matter with the dean. The dean shall then review the procedures and the conditions (Sec 10.2.7.1a above) which allow for the appeal of the course grade.
4. If the student at this point desires to pursue the complaint he/she may submit a formal request in writing to the college dean that the complaint be submitted to adjudication through a Grade Appeals committee.
5. Appeals should be initiated as soon as possible after receiving the grade in dispute and no later than four (4) months following issuance of the grade.

10.2.8 Class Schedule

Faculty members may not change their class schedule without the approval of the department chair, dean and the Provost/Vice President for Academic Affairs. This policy applies to any change in scheduling such as course delivery type (i.e. face to face, blended, online) location of classroom, meeting on a different day or time, or dismissing class on a given day or time and effectively eliminating one or more class sessions during the semester. The starting time and length of each class is noted in the semester schedule.

Classes must meet during the scheduled final examination period, even if an exam is not administered. The final exam period is included in the total number of hours students must meet to fulfill in-class requirements for a given semester. (See Section 10.2.5 Examinations)

10.2.9 Retention of Student Records

The following policy is drawn from the "Student Records" General Records Disposition Schedules for State Universities and Colleges, Records Management Division, Oklahoma Department of Libraries, January 2003, Revised January 2015. The complete document is available at <http://www.odl.state.ok.us/oar/recordsmgmt/grds-education.htm>. Faculty should consult their department chair for specific procedures for their area.

- a. Instructor Class Rolls / Grade Sheets. Student grade records for each class are to be retained and preserved for a period of five (5) years provided no complaints have been filed. If a complaint has been filed such records are to be retained for two (2) years after exhaustion of all legal remedies. Records of faculty who leave the University are to be retained in the appropriate office for the same time periods.
- b. Completed Tests, Examinations, and Papers. Completed student tests, examinations, and papers not returned to students are to be retained in office until after the expiration of academic appeals period (four months after issuance of grade), then destroyed.
- c. Comprehensive Examination File. Comprehensive or general examinations for Masters or Doctoral degrees are to be retained in the appropriate office four (4) years and then destroyed provided no grievances have been filed. If grievances have been filed, records are to be retained for two (2) years after exhaustion of all legal remedies.
- d. Course Rosters. Course rosters showing enrollment for each course are to be retained in office for two (2) years and then destroyed.
- e. Student Teaching Certification File. Student teaching certification records (correspondence, applications, transcripts, check sheets, etc.) are to be retained in the Student Records File of the Certification Office. A second copy is to be retained for two (2) years following termination of

- enrollment and then destroyed.
- f. Internship/Assistantship Records. Student internship/assistantship records are to be retained in the appropriate office for two (2) years after termination of enrollment and then destroyed.
- g. Lab Attendance Forms. Student lab sign in forms are to be retained in the appropriate office until expiration of academic appeals period (four months after issuance of grades for the term) and then destroyed.

10.3 Student Rights and Assistance

10.3.1 Student Academic Success Center

The Student Academic Success Center (SASC) on the Tahlequah campus assists students with developmental concerns and with the resolution of personal and academic impediments to the learning process. The Center's responsibility is to aid students in addressing any barriers which impede their learning process and help them to locate resources and services that might ensure their academic success at the University. Tutoring in most required freshman and sophomore level classes is available at no cost. Career services are supported with an online, self-guided, interactive program, FOCUS, which can be incorporated into class assignments. The grant supporting the SASC ends on October 1, 2016.

10.3.2 Release of Confidential Information

University policies regarding family educational and privacy rights are governed by the Family Educational Rights and Privacy Act (FERPA). The essence of FERPA is to give a student the right to inspect his or her education records and to protect the privacy of these records. Faculty are encouraged to review facts and information about FERPA on NSU's website: <https://www.nsuok.edu/ferpa.aspx>

10.3.3 Students with Disabilities

Under University policy, federal and state laws, "qualified students with disabilities" are entitled to reasonable accommodation that will allow them access to programs, jobs, services and activities unless the accommodation would pose an undue hardship on the institution.

It is the responsibility of the student to request assistance under the Americans with Disabilities Act (1990) through the Office of Student Affairs prior to enrollment or at the start of a new semester. Students must meet the federal requirements under the Americans with Disabilities Act (1990) to have a qualified disability which are as follows:

"A cognitive, physical, or emotional impairment that substantially limits one or more major life activities such as working or learning."

Students must also be able to provide valid documentation from the appropriate professional or agency that (1) states the disability/disabilities and methods used to arrive at diagnosis, (2) describes the diagnostic criteria and/or instruments used, (3) and is reasonably current and describes the current functional limitations. The disability categories as chronicled by IDEA (the Individuals with Disabilities Education Act) are as follows:

- a. autism;
- b. deaf blindness;
- c. deafness;
- d. emotional disturbance;
- e. hearing impairment;
- f. intellectual disability;
- g. multiple disabilities;
- h. orthopedic impairment;
- i. other health impairment;
- j. specific learning disability;
- k. speech or language impairment;
- l. traumatic brain injury; or
- m. visual impairment (including blindness).

Finally, any student requesting accommodation must submit a written request to the Office of Student Affairs. This procedure can be found in its entirety in that office.

Faculty are expected to make reasonable accommodations for students with qualified disabilities and shall notify students of this policy through their course syllabi with the following statement:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please notify your faculty member and contact Student Disability Services in Student Affairs: Tahlequah – Administration Building (918) 444-2120, Broken Arrow/Muskogee – Administration Building (918) 449-6149.

The faculty member should refer the student to the Coordinator of Student Disability Services or Coordinator of Student Outreach Services who will verify the disability and communicate the required academic accommodation to the course instructor.

Under University policy, federal law, and state law, “qualified students with disabilities” are entitled to reasonable accommodation that will allow them access to programs, jobs, services, and activities unless the accommodation would pose an undue hardship on the institution.

It is the student’s responsibility to request assistance under the ADA Amendments Act of 2008 (ADAAA) through the Student Disability Services Office prior to enrollment or at the start of a new semester. Students must meet the federal requirements under the ADAAA which became effective on January 1, 2009, to have a qualified disability which now includes, but is not limited to:

“caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, working and major bodily functions. Major bodily functions includes but is not limited to functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive.”

Any student requesting accommodation must submit a written request to a Disability Services Coordinator. The procedure can be found in its entirety in the appropriate campus office:

Student Disability Services, Student Affairs, Tahlequah campus

Hawkreach, Leoser Center, Tahlequah campus (918) 444.2042

Coordinator of Educational Access, Broken Arrow Administration Building (918) 449.6139.

Faculty are expected to make reasonable accommodations for students with qualified disabilities and shall notify students of this policy through their course syllabi with the following statement:

The ADA Amendments Act of 2008 (ADAAA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please notify your faculty member and contact either Student Disability Services in Students Affairs, Tahlequah campus at Hawkreach, 99 Leoser Center, Tahlequah campus (918) 444-2042 or Coordinator of Educational Access, Administration Building, Broken Arrow campus (918) 449-6139.

The faculty member should refer the student to the Coordinator of Student Disability Services who will register the qualified student and communicate the required academic accommodation to the course instructor.

10.3.4 Sale of Required Course Material to Students

The authorship of instructional materials by faculty and staff is encouraged as part of scholarship and teaching. However, when students are required to purchase these materials for use in the classroom many issues arise concerning academic responsibility. Therefore, any such use must comply with the standard University textbook adoption policies and procedures. Direct sale of course materials to students is not permitted. All sales of course-related materials should be coordinated through the NSU bookstores. Neither faculty members nor staff members should profit personally by requiring the purchase of any unapproved instructional materials. This includes but is not limited to syllabi, outlines, workbooks, course supplies, and/or access to instructional materials on the internet.

10.3.5 Tutorial Services by Instructor

While tutorial services are permissible, neither faculty members nor staff members should personally profit from the sale of tutorial services to their students. When students are required to purchase these tutoring services from the instructor, many issues arise concerning academic responsibility, Oklahoma conflict of interest laws and the accountability of state employees.

10.4 Change of Textbooks

The Bookstore Manager establishes cutoff dates for the ordering of new textbooks and notifies faculty of those dates. Faculty place orders through the "Faculty Enlight" software program for each semester, based on the ordering dates supplied by the bookstore. Faculty must take note of college requirements for the selection of textbooks, and must not change textbooks after a semester has begun. See complete policy in Appendix F.

10.5 Student Government

The governing organization for the student population is the Northeastern Student Government Association (NSGA) which operates under a constitution approved by the student body. Senators are elected from all segments of the campus community including representatives from each college.

10.6 Speakers Policies

10.6.1 Demonstrations and/or Orderly Assemblies

All individuals participating in expressive activity are expected to comply with state and federal law, municipal ordinances, Northeastern State University student rules and the above guidelines. Failure to do so may result in immediate removal from the campus and any other appropriate action by University officials and/or University Police. See University Expressive Activity Policy.

10.6.2 Meetings and/or Events

To ensure the peaceful conduct of activities the University retains the right to control specification of time and location for such activities for all on and off campus groups. NSU may designate places for personnel to conduct their activities so that they do not interfere with students going to and from class.

Persons/organizations may not use sound amplification equipment unless approved in advance. Nor may they use language calculated to arouse anger or cause a breach of peace as defined by Oklahoma State Statute 21-1363; or use loud or unusual noise or abusive, violent, obscene, profane, or threatening language to create a public disturbance as defined by Oklahoma State Statute 21-1362.

In order to provide proper accommodations, applications shall be made on forms provided by the Office of Student Affairs.

10.6.3 Responsibility for Speakers and/or Written Material

NSU reserves the right to request documentation and other written information concerning the content of a speech to be given by a guest lecturer and/or speaker. This may include but is not limited to an actual copy of the anticipated speech.

The dissemination of written and/or printed material on any NSU campus must be approved in advance by the Dean of Student Affairs (for student related activities) or the Provost/Vice President for Academic Affairs (for faculty related activities).

10.6.4 Use of Outdoor Areas

Outdoor areas may be reserved for meetings or other events, subject to all regulations of the University concerning the use of facilities. Sound amplification equipment may not be used unless it has been approved in advance. Reservations will be made through the Office of Student Affairs on the Tahlequah campus and through the appropriate administrative office at NSUM or NSU-BA.

10.6.5 Posting of Announcements

Contact the Vice President of Student Affairs for the details of NSU's current sign posting policy.

a. Outside of Buildings

Unless otherwise approved by the Vice President of Student Affairs, posters are not permitted:

1. to be attached to the outside of any University building;
2. to be attached to trees, shrubbery, light posts, trash containers, sidewalks or benches;
3. to be inserted under windshield wipers, door handles, etc. of any automobile parked on NSU campuses.

Posters meeting the requirements stated below may be placed on one or more of the Outdoor Information Centers or exterior bulletin boards located in the breezeway.

1. contain the name of the sponsoring organization;
2. be represented with a single copy at each posting site;
3. be attached to designated surfaces at Information Centers;
4. not exceed 22" x 28";
5. be removed by the sponsoring organization when no longer timely;
6. be in good taste;
7. be removed by University personnel if inappropriate, untimely, or unauthorized.

b. Academic and Administrative Buildings

The posting of announcements inside campus buildings on the Tahlequah campus will be regulated by the appropriate dean acting in concert with the Office of Facilities Management and the Vice President of Student Affairs. Postings at Muskogee and Broken Arrow Campuses will be regulated by the campus dean working in conjunction with Student Affairs. Posters must be placed at designated locations in each building. In no case will posters be tacked or taped to doors, window casings, walls or other furnishings. A building supervisor may remove inappropriate or untimely signs at his/her discretion. Prior to posting a sign in any building, a faculty member or student must speak with the building supervisor (contact the Vice-President of Student Affairs for names) and then post signs in accordance with University policy. Any individual or organization posting signs in such a way as to deface University property will be made liable for the cost of repairs.

10.6.6 Distribution of Materials by Individuals

University personnel and students may personally distribute non-commercial announcements, statements, or materials at any reasonable outdoor area on campus consistent with the orderly conduct of University affairs, the maintenance of University property, the free flow of traffic and persons, and in accordance with all other University authorized guidelines and policies. Announcements or statements shall indicate the name of the distributing person or approved student organization on behalf of which the distribution is made.

10.7 Students Called to Active Military Service

If a student is called to active military service during a term in which the student has completed an amount of work sufficient to receive a grade, as determined by the university, the university may award a grade to the student and give the student academic credit for the full semester's work. If the student has not completed an amount of work sufficient to receive a grade, the university may refund or waive tuition and fees in accordance with the policy of the Oklahoma State Regents for Higher Education. (RUSO, 4.2)

Students who are called to monthly military service as a reservist or ROTC student, must provide notice from their unit and make arrangements with faculty to turn in assignments and tests early or late. Faculty must accommodate these requests.

10.8 Commencement Attendance Policy

Each full-time faculty member at NSU will participate in at least one commencement ceremony each academic year. Colleges or campuses that have only one ceremony during the year may require all of their faculty to attend that ceremony. Faculty in each ceremony are expected to be dressed in full regalia. The Department Chairs will work with the faculty to ensure an even distribution of attendees at the commencement ceremonies. If an unavoidable conflict arises that causes a faculty member to miss the required ceremony, faculty must notify the college's dean as soon as possible. This policy is considered to be a minimum expectation, and all faculty are encouraged to attend all of their college's ceremonies, if possible.

11.0 ACADEMIC AND ADMINISTRATIVE SUPPORT

11.1.1 University Libraries

The University Libraries support the curriculum and provide information resources to faculty and students. Services include ordering materials, reference service, document delivery, compiling bibliographies, and instructing classes. Each academic unit is assigned a resource coordinator.

Books are checked out to faculty members, with identification cards, for the remainder of the semester. One week check out is available for periodicals. Interlibrary loans and computer searches are provided free to faculty.

11.1.2 Clerical Services, Student Employees

Requests for clerical assistance or teaching support can be made to the department chair. Approved requests for student workers will be sent to Student Financial Services which coordinates student employment.

11.1.3 Printing

On campus printing services are provided by JD Young Print, Copy, and Mail Services, located in the basement of the University Center. JD Young accepts all major credit cards and allows departmental billing for payment. JD Young can also provide price quotes on a wide variety of printing jobs.

11.1.4 Riverhawk Shoppe

The Riverhawk Shoppe is a Barnes and Noble retail operation in Tahlequah and is located on the first floor of the University Center. It is a major source of textbooks and school supplies. The Riverhawk Shoppe also carries a wide variety of office supplies, NSU logo clothing and spirit items, best-selling trade books, gifts, and novelties.

The Riverhawk Shoppe in Broken Arrow is located in the Administrative Services building. Hours of operation, services provided, and inventory varies by location (call for information).

11.1.5 Career Services

Career Services supports the mission, academic and experiential programs, and advancement of the institution to promote student learning and student development. Within this context, the primary purpose of Career Services is to assist students and alumni in developing, evaluating, and/or implementing career, education, and employment decisions and plans. Career Services offers a variety of services to all majors at all stages of their careers. The partnership between faculty and Career Services is crucial in helping students and alumni launch their careers. This partnership is devoted to achieving the best match between an individual student and employer.

The faculty and Career Services staff are important partners in helping students and alumni find careers, internships and meaningful futures. Faculty hosting Career Service's [classroom presentations](#) and [classroom assignments](#) aid in this process. For additional resources, please visit www.HireNSUGrads.com.

Career Services is located in the CASE Building, upper level (Tahlequah campus), and in the Administrative

Services Building, first floor, suite 130 (Broken Arrow campus).

11.1.6 Testing Services

The Northeastern State University Office of Testing Services administers a wide range of exams for the purpose of admission to the University (undergraduate and graduate), course placement, proficiency and advanced standing credit. The following tests are administered by appointment:

- o Residual ACT – Measures academic readiness and is used for admission to NSU (undergraduate);
- o Advanced Standing/Departmental Exams - Awards credit for knowledge or skill acquired outside of the classroom;
- o CLEP - College Level Examination Program offers the opportunity to earn college credit by exam;
- o Placement Exams – Freshman level placement exams in Math, Reading and English;
- o Miller Analogy Test - High-level mental ability test requiring the solution of problems stated as analogies (used for admission to graduate programs);
- o Proficiency Exams – Allows students to meet University computer and English proficiency requirements;
- o TOEFL – Entrance exam required by international students seeking admission to NSU.

11.1.7 Research, Scholarly Activities, and Faculty Development

a. Institutional Review Board (IRB)

Any research project or survey research using human subjects that is to be presented or published; is grant or contract supported; represents a thesis, honors or capstone project; or utilizes human participants from outside of a specific classroom exercise is to be reviewed and approved prior to the collection of any data. As per federal guidelines, the Institutional Review Board (IRB) is the NSU standing committee that reviews all applications for research with human subjects. The [IRB website](http://offices.nsuok.edu/irb/), with policies, applications, and instructions is located at <http://offices.nsuok.edu/irb/> and must be consulted prior to conducting any human subject research affiliated with NSU.

b. Biosciences Research Facility (BRF)

The Biosciences Research Facility (BRF), administered through the Office of Academic Affairs, serves as a catalyst for development of new investigations and procedures involving vertebrate animals. The BRF supports anatomy, physiology, and behavior teaching or research experiences. Live vertebrate animals used in a Northeastern-sponsored activity must be housed and cared for in this facility. Guidance for activities conducted is provided by the Institutional Animal Care and Use Committee. For information, contact the BRF Director.

c. The Institutional Animal Care and Use Committee

The Institutional Animal Care and Use Committee (IACUC) is required by the USDA and Public Health Service (PHS) to approve all university research and teaching activities involving federal funds which use live, warm blooded vertebrate animals. The IACUC is required to monitor the use of animals in teaching activities as specified by USDA regulations, review all research projects proposed for PHS support, and evaluate institutional facilities used in the housing of animals. Approval from the UAWC must be obtained prior to beginning any federally funded research on regulated animals and the UAWC has the responsibility to monitor the use of animals in teaching activities and ensure compliance with the University Policy Regarding the Use of Dead Animals and/or Dead Animal Parts. Full policies of the University Animal Welfare Committee can be found at

[http://academics.nsuok.edu/sciencehealth/InstitutionalAnimalCareUseCommittee\(IACUC\).aspx](http://academics.nsuok.edu/sciencehealth/InstitutionalAnimalCareUseCommittee(IACUC).aspx)

An "Animal Research and Use Request" is available at the URL identified above.

d. Faculty Research Committee

The Faculty Research Committee solicits proposals and reviews grant requests for NSU's Mini-Grant Program. The Committee reviews proposals and forwards its recommendations to the Provost/Vice President for Academic Affairs. The Committee is also charged with assisting faculty and academic administrators in facilitating and funding research projects.

e. External Funding

Faculty who desire to pursue external funding requests should first consult with the Office of Research and Sponsored Programs (pre-award). Requests to private foundations or companies should be routed through the Provost/Vice President for Academic Affairs to the NSU Foundation. Most public, and many private sector, requests for contracts or grants must go to the vice president through the pre-award routing process in the Office of Research and Sponsored Programs. Once awarded, grants are administered through the Office of Research Administration.

f. Faculty Development Committee

The Faculty Development Committee solicits requests for funds from full-time faculty. Each academic unit is awarded a percentage of the total funds available based upon the number of full-time faculty in the unit. Additional information can be found at <http://offices.nsuok.edu/academicaffairs/FacultyDevelopment.aspx>. (Faculty Development)

g. Center for Teaching and Learning (CTL)

The Center for Teaching and Learning fosters a culture of excellence in teaching and learning. CTL offers professional development workshops throughout the academic year and makes resources available to faculty. To encourage research and scholarship, CTL provides awards and funding for Service Learning, Teaching and Learning Fellowships, Online Course Development and Review, and Videoconference (ITV) Course Development. CTL supports Northeastern State University faculty by providing resources, instructional design consulting, and professional development.

11.1.8 University Communications

a. Communications & Marketing

Communications & Marketing is the coordinating center for publicity and promotion of the University. Faculty are encouraged to establish and maintain positive relationships between the University and our community partners. All noteworthy accomplishments of students and programs, as well as faculty/staff should be communicated through the Office of Communications & Marketing. Additionally, any requests for printed promotional materials such as posters, brochures, etc., should be obtained through Communications & Marketing.

b. Alumni Association

The Association promotes positive interactions between the University and alumni through activities, events, services, and communication. All graduates, former students and others interested in the advancement of NSU are eligible for membership in the NSU Alumni Association. Membership dues support scholarships, awards to alumni for outstanding achievement, annual homecoming festivities, reunions and special projects. The Alumni Association offices are located in the Gene Branscum Alumni Center on the east edge of campus.

c. The Northeastern

The Northeastern (TNE) is a web only student newspaper providing news and information relevant to NSU students. TNE provides students valuable experience in the practice of journalism and is not an instrument of the Office of Communications and Marketing.

d. Notices

Regular bulletins or memoranda regarding operational plans or procedures and news items are issued from the President's office. Notices of an official nature often come from other offices and are sent via campus mail or e-mail.

e. University Catalogs

The *Northeastern State University Catalog* is the official publication of the University and is available on the NSU website. The *Northeastern State University Graduate Catalog* represents the graduate programs and is available on the NSU website. Both catalogs describe the instructional program and are the authority for academic requirements and regulations. Each dean is responsible for seeing that the instructional program provided in the college conforms to the catalog specifications and that such regulations and requirements are followed in the college. Changes regarding institutional policy of a local nature must be approved through Academic Affairs. To be published in either catalog, any changes in curriculum recommended by the faculty or their representatives must be approved through NSU's Curriculum and Educational Policies Committee (CEPC) and authorized by the Regional University System of Oklahoma Board of

Regents and the Oklahoma State Regents for Higher Education.

f. University Calendars

The official University calendar announcing the opening and closing dates of all terms and dates of regularly recognized holidays is identified on the NSU homepage under "Course Schedules".

A master calendar of campus activities is maintained on the NSU website. Persons scheduling events of interest to the University community are encouraged to contact the NSU Website Coordinator.

g. Semester Schedule

A schedule of classes offered and final examination times are provided for each summer, fall, and spring semester on the NSU homepage under "Course Schedules".

11.1.9 Electronic Media and Services

a. Electronic Media

Northeastern follows generally accepted standards regulating electronic media and services which are accessed through the University. Electronic media may not be used for knowingly transmitting, retrieving, or storage of any communications of a discriminatory or harassing nature, or which are derogatory to any group, or which are obscene, or are of a defamatory or threatening nature, or for any other purpose which is illegal or contrary to the institution's interest. NSU's "Acceptable Use Policy" governs the use of all University-owned computer equipment, software, and communications networks and can be found at <http://its.nsuok.edu/Forms.aspx>

b. The World Wide Web and Web Pages

Employee actions while using the internet must not violate University policies or federal, state, or local laws.

Official NSU web pages must follow NSU Policies for World Wide Web home pages and are approved by the appropriate administrative unit. Links from the NSU home page are approved by the Asst. Dir. of Communications & Marketing for Digital Platforms. Each web document author must comply with copyright laws, obscenity laws, defamation laws, harassment laws, the Right to Privacy Act, NSU standards and policies, and any appropriate Federal, State, or local laws regulating computer and telecommunications use. NSU equipment cannot be used for commercial, political, or religious purposes. Northeastern State University reserves the right to remove any web pages that do not comply with the above standards or that post information which reflects negatively on NSU.

11.1.10 University Motor Pool

NSU maintains a fleet of vehicles that may be reserved for official University business through the online system.

11.2 Faculty Use of Buildings, Equipment, and Supplies

11.2.1 General Statement

Facilities at Northeastern are available for the use of students, faculty, and the public, primarily for educational purposes. To ensure judicious and responsible use of facilities, certain guidelines apply. The highest priority goes to activities sponsored by the University as a part of educational programs or approved student activities. Such programs may be assigned University space according to University policy. 11.2.2 Activities Not Directly Sponsored by NSU

Activities not directly sponsored by the University that are a public service may be provided space at no cost. Faculty sponsoring such activities should make a request to the Provost/Vice President for Academic Affairs for the use of academic space or to the Vice President of Student Affairs if non-academic space is required. Requests to use University Center should be directed to the Conference and Events Office.

11.2.3 Dues-Charging Organizations

University-sponsored organizations that charge their members fees or dues to attend their regular meetings using NSU facilities can use the collected fees for the costs of the meeting such as custodial services, late night security, external equipment rental, technology needs, and labor costs if campus is closed. Collected fees can be used for better equipping the organization or meeting its general expenses. Any organization using the facilities in this manner may be required to submit a financial report to Business Affairs to ensure that collected fees are not used for any other purpose.

11.2.4 Charging for Admission

University-sponsored activities designed to generate revenue through admission fees will mandate the payment of a reasonable fee for facility use. Financial reports for such activities may be requested from the sponsor by the Director of Business Affairs.

11.2.5 Payment for Facility Use

Collections and disbursements involving the rental of space from or fee for service payments to the University will be processed by the Business Affairs Office. The only exception shall be for activities conducted in the University Center. University Center personnel will approve facilities use requests and shall collect any fees or payments due. Requests for space assignments for activities sponsored by NSU should be filed three (3) days prior to the date the space is needed and may be filed up to one year in advance.

11.2.6 Safety Standards

Requests for certain space will require approved supervision dictated by safety standards. Reservation of space in University facilities require that persons using NSU property abide by all pertinent regulations concerning the use of such space and that the reserving organization will be liable for any damages resulting from such use.

11.2.7 Keys

All requests for building or office keys must originate from the faculty member's respective dean and are processed through the Director of Public Safety. On the Tahlequah campus, requested keys are issued in the Office of the Director of Public Safety. Dean requested keys for the Muskogee and Broken Arrow resident faculty are issued in the Office of the Dean at Muskogee and Broken Arrow respectively. Since University buildings contain valuable records and equipment, keys should never be loaned to anyone. When a key is no longer needed, it must be returned to the Director of Public Safety. Duplicates of keys are not to be made outside of the University locksmith service. When a faculty member terminates service, all keys must be returned before the final salary check is released.

11.3 Purchasing Procedures

Purchasing procedures must be followed due to statutory requirements and to ensure vendor payment. The only persons authorized to obligate the University are the Purchasing Agent, Vice President for Business & Finance, and the President. A faculty member ordering supplies or equipment in the name of the University without a valid Purchase Order will be personally liable for the expense.

11.3.1 Requisitions and Purchase Orders

All requisitions for procurement from off-campus vendors are entered into the online purchasing system. Instructions for data entry and approval procedures are found in the purchasing system manual provided by the Purchasing Department.

Each requisition is processed, and a purchase order form is generated then mailed to the vendor. Under special circumstances, the Purchasing Agent will expedite the order.

11.3.2 Interdepartmental Purchase Orders (IDPO)

Purchases from on-campus vendors utilize interdepartmental purchase orders (IDPO). These requisitions are entered into the online purchasing system in the same manner as off-campus vendor requisitions and follow the same approval hierarchy as any other purchase requisition.

11.3.3 Solicitation

Solicitors and sales persons of non-educational material should not contact faculty without prior arrangements made through the Purchasing Agent. All such solicitations are discouraged during working hours. Sales displays and advertising samplings are not permitted without approval of Purchasing.

11.4 Fire Regulations

Fire protection for the individual University campuses is provided by the community in which the campus is located. Fire extinguishers are placed in the halls of each University building. Every faculty member should be familiar with their location as well as the presence of fire escapes and other safeguards.

11.5 Furniture and Equipment

When necessary to move equipment from one classroom to another, a written request should be made to the dean having inventory responsibility for the equipment.

State-owned supplies and equipment, as well as any other property for which the University is held responsible, are not to be removed from the campus except in those cases when they are necessary to carry out an instructional or University-sponsored activity scheduled off campus as a planned event of the University.

Before accepting equipment or other "gifts" on behalf of the University, faculty must have prior approval from the dean and the Provost/Vice President for Academic Affairs. An authorization form, available in college offices, must be completed before receiving any material.

11.6 Maintenance

11.6.1 Climate Control and Lights

Requests for climate control on the Tahlequah campus when the University is closed, or for special activities, should be filed with the Physical Plant Administration at least two (2) days in advance of the activity. Similar requests at the Muskogee and Broken Arrow campuses should be made through NSU's administrative offices at those sites. Every effort should be made to conserve energy.

11.6.2 Custodians

Custodians are responsible to the Assistant Vice President for Facilities, Grounds and Construction. Minor suggestions may be made directly by faculty to custodians, but requests for major repairs on the Tahlequah campus should come in writing from the dean to the AVP for Facilities, Grounds and Construction and from the dean of the Muskogee and Broken Arrow campuses.

11.6.3 Repairs

A need for emergency repairs should be reported directly to Facilities Management or the NSU Police during non-business hours. For repairs other than emergencies, faculty members should file requests with Facilities Management Office.

11.7 Emergencies

NSU has an *EMERGENCY OPERATIONS MANUAL PLAN* which contains procedures to protect lives and property through effective use of University resources. Types of emergencies covered by the Manual include storm/tornado, fire, unexpected utility failure, civil disturbances, violent or criminal behavior, chemical or radiation spill, bomb threats, explosion, downed aircraft on campus, and earthquake. All emergency operations are coordinated by the Department of Public Safety. This plan takes an all-hazards approach to emergency management and covers multiple emergency situations that could affect the university. All emergency operations are coordinated by the Department of Public Safety. Faculty encountering such an emergency should contact that office. In addition, each building has a building coordinator who should be contacted in the event of an emergency.

11.7.1 Building Coordinators

The following persons act as building coordinators in the event of an emergency or disaster in a building. In emergency situations the person on the list for the respective building should be contacted. All buildings indicated are on the Tahlequah campus (the Broken Arrow and Muskogee campuses are listed separately).

ADMINISTRATION BUILDING—Office of the President, ext. 2000

BUSINESS & TECHNOLOGY—Dean of Business & Technology, ext. 2900
EDUCATION BUILDING—Dean of Education, ext. 3700
EVENT CENTER—Director of Athletics, ext. 3900
FINE ARTS BUILDING—Dean of Liberal Arts, ext. 3600
FITNESS CENTER—Director of the Fitness Center, ext. 3982
HEALTH & PHYSICAL EDUCATION BUILDING
NORTH GYMNASIUM—Department Chair, Health & Human Performance, ext. 3950
SOUTH GYMNASIUM—Director of Athletics, ext. 3900
HASKELL HALL—Dept Chair, Psychology, ext. 3015
JAZZ LAB—Dean of Liberal Arts, ext. 3600
JOHN VAUGHAN LIBRARY (Tahlequah)—Executive Director of Libraries, ext. 3211
JOURNALISM BUILDING—Director, Communications and Marketing, ext. 2888
Webb Educational Technology Center—Chief Information Officer, ext. 5900.
OPTOMETRY BUILDING—Dean of Optometry, ext. 4000
SCIENCE BUILDING—Dean of Science and Health Professions, ext. 3800
SEMINARY HALL—Dean of Liberal Arts, ext. 3600
SHAWNEE STREET THEATRE—Dean of Liberal Arts, ext. 3600
SPECIAL SERVICES BUILDING—Dean of Science and Health Professions, ext. 3800
UNIVERSITY CENTER—Director of the UC, ext. 2500
UNIVERSITY PLAYHOUSE—Dean of Liberal Arts, ext. 3600
NSU BROKEN ARROW—Dean of Broken Arrow Campus, ext. 6101
NSU MUSKOGEE—Dean, Muskogee Campus, ext. 5000

The Emergency Operations Plan includes the designation of a Building Coordinator for each building on campus. A current list of Building Coordinators can be obtained from the Emergency Manager (extension 2453) or from University Police.

11.7.2 Emergency Telephone Messages

University Police Numbers: Tahlequah ext. 2468; Broken Arrow ext. 6248; Muskogee ext. 5010 can be reached by calling extension 2468 or (918) 444.2468 or by calling 911.

11.7.3 Health Services

NSU has partnered with NEO Health Services to provide medical care to faculty, staff, students, and dependents. A practitioner is available weekly during scheduled hours on the Tahlequah campus. For appointments or service information, contact the NEO Health Center at NSU, ext. 2126.

11.7.4 Department of University Police-Parking Service

The NSU Department of Public Safety is responsible for the safety and protection of the students, employees, and property of Northeastern State University. Police officers are state certified and are empowered to enforce all state and federal laws as well as University regulations. The Department of Public Safety is located at the corner of Grand and Crafton Streets in Tahlequah. Officers are on duty seven (7) days a week, 24 hours a day. Parking Services is also located in this area. Parking Services is located in the basement of the University Center and can be reached by calling 918-444-2444. For all after hours parking concerns, call University Police at 918-444-2468.

11.8 Lost and Found

Lost and Found services are located at the Library at each campus, Admissions and Records Office, and University Center on the Tahlequah campus. The NSU Department of Public Safety is designated for storage and disposition of lost articles. Items not claimed within 60 days will be donated to a local charitable organization.

APPENDIX A

NORTHEASTERN STATE UNIVERSITY ORGANIZATIONAL CHARTS

1. University Organization
2. ~~Academic Organization~~

Draft 2017

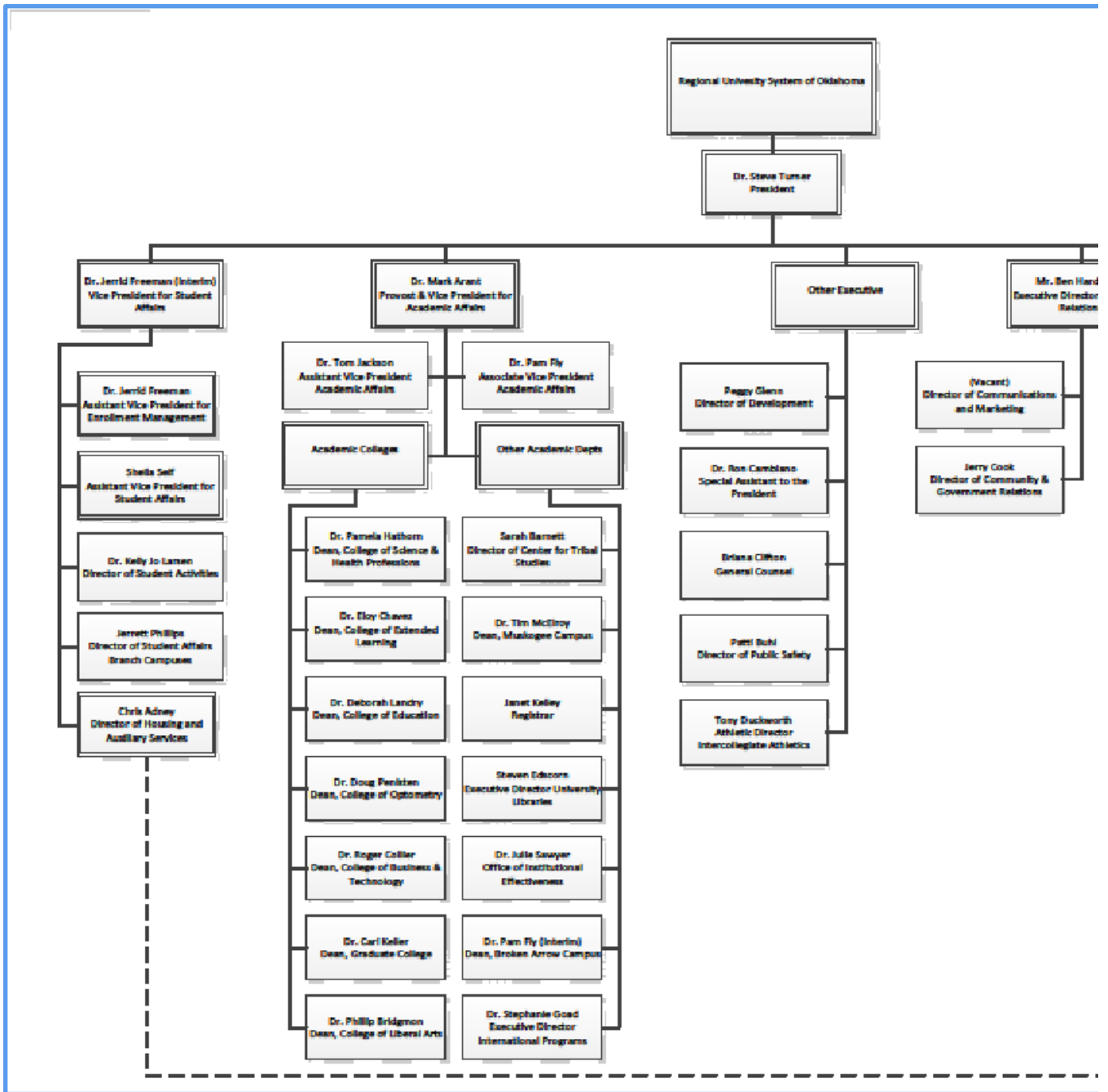


Figure 1 University Organization

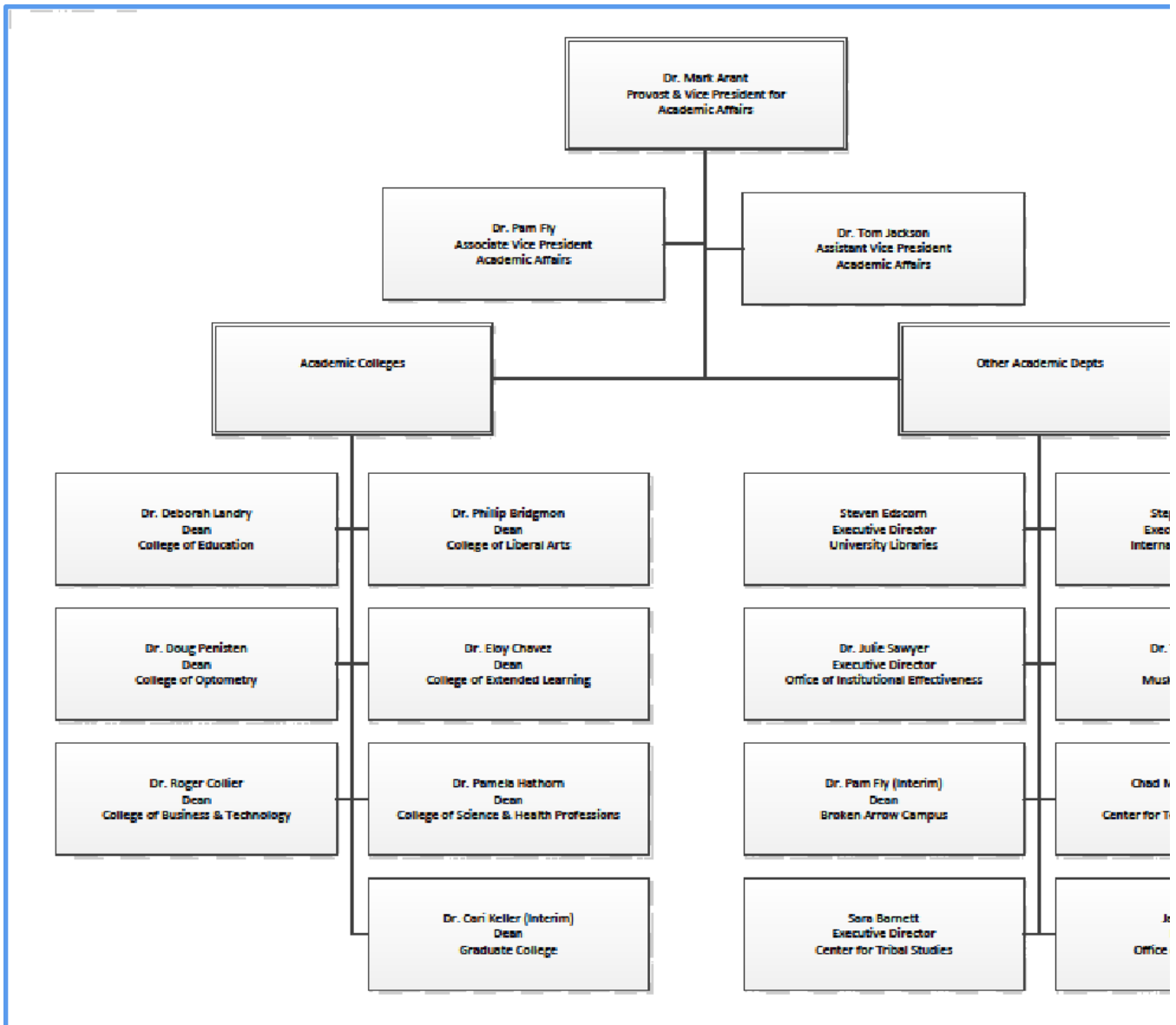


Figure 2 Academic Affairs Organization

Draft 2017

APPENDIX B

CONSTITUTION OF THE NORTHEASTERN STATE UNIVERSITY FACULTY ASSOCIATION

PREAMBLE

The Northeastern Faculty Association is an organization of the faculty designed to facilitate democratic participation in the development of institutional policies and further the pursuit of the University's missions and goals. This is accomplished through its elected representatives — the Faculty Council — serving as a liaison body between the faculty and administration.

SECTION 1. Constitution of the Northeastern Faculty Association (Revised, 1994, 2005, 2017)

1.1 Purpose

We, the faculty and administration of Northeastern State University, in order to provide an instrument for democratic participation by the faculty in the affairs of the University do hereby create the Northeastern Faculty Association, the Northeastern Faculty Council, and this constitution.

1.2 Name

The faculty organization shall be known as "The Northeastern Faculty Association." The legislative body of the association shall be known as "The Northeastern Faculty Council."

1.3 Membership and Voting Rights in the Association

All members of the faculty, employed on a full-time faculty contract, including department chairpersons, automatically shall hold membership in the Association. Association members shall have full voting rights on such matters as require Association approval.

1.4 Officers of the Association

The officers of the Association shall be a President, a Vice President, and a Secretary-Treasurer. The officers of the Association shall serve as the officers of the Faculty Council.

1.5 Duties of the Officers

The President shall preside at all meetings of the Association and Council. The Vice President shall preside in the absence of the President. The Secretary-Treasurer shall keep the minutes and conduct the financial affairs of the Association and Council, be the custodian of the records and shall transmit one copy of these minutes and a monthly financial report to the University archives.

1.6 The Faculty Council Membership and Voting Rights

The Faculty Council shall consist of the President, the Vice President and the Secretary-Treasurer, all elected at-large, and delegates selected by each academic unit. Neither the President nor Vice-President may simultaneously serve as a council delegate. Only Faculty Council delegates shall have voting rights.

1.7 Election of Officers

The President, Vice President and Secretary-Treasurer shall be elected at-large by secret ballot by a simple majority or plurality of those association members voting. Elections shall be held in ~~October~~ April of odd-numbered years.

1.8 Vacancies of Office

If the President leaves office before the end of his/her term, the duties of the President will go to the Vice President. Should a vacancy occur in the office of Vice President or Secretary-Treasurer, the Council shall elect a successor by simple majority vote of those delegates present and voting.

1.9 Election of Delegates

Each specified academic unit shall select, from among its membership by simple majority vote of those voting, two delegates as representatives to the Faculty Council. If a vacancy exists in an academic unit's delegation, the President of the Faculty Association shall inform the administrative head and the unit's membership of the need to fill the vacancy. The Northeastern Faculty Council shall determine in the by-laws to this Constitution those University units

which qualify for representation on the Council and shall designate in what years each unit shall select delegates.

The academic unit is responsible for filling vacancies in delegate positions. In the event of such vacancy, the remaining delegate shall inform the Council, the membership of his/her unit and the administrative head of the unit of the vacancy. Following the election by the unit of a successor, the same delegate shall inform the Council of the selection.

1.10 Terms of Office

The President, Vice President, Secretary-Treasurer and delegates shall serve terms of two years. The terms of all officers shall commence ~~the first day of fall semester following the April election~~ July 1st. The terms of delegates are specified by academic unit in the bylaws to this constitution.

SECTION 2. Organization of the Faculty Association and Faculty Council

2.1 Meetings and Quorums

The Northeastern Faculty Association shall meet once each academic year or when requested by the President of the University, or by a majority vote of the Faculty Council, or when called by the President of the Association at the request of ~~ten~~ 10 percent or more members of the Association. The Faculty Council shall meet at least monthly during the fall and spring semester or on call of the President of the Association. Fifty percent of the members of the Faculty Association shall constitute a quorum to do business, and motions shall be passed by a simple majority of those present.

The Faculty Council shall have a quorum when a majority of the duly elected delegates are present. Questions shall be voted by a simple majority of delegates present.

2.2 Functions

The council shall consider matters pertaining to the affairs of the University which are brought to it by a delegate, association officer, or are submitted for consideration by the Administration. Recommendations regarding these matters shall be submitted in writing to the President of the University, other appropriate administrators, and members of the association. The council requests that the President of the University provide it with a written report of the disposition of each recommendation which the council submits for consideration.

2.3 Dues

The council shall have the power to assess annual dues of Faculty Association members in an amount sufficient to carry out the mission of the Faculty Association. The Secretary-Treasurer will submit before the April Faculty Council meeting, a proposed fiscal budget for the Faculty Association. The Faculty Council will approve a budget and determine the amount of annual dues necessary to properly fund the budget. The Secretary-Treasurer will be responsible for notifying the members of the amount due and for depositing and accounting for dues collected.

2.4 Faculty Association Committee Responsibilities

The President of the Association may appoint, with the approval of the Council, such committees as seem necessary to conduct the work of the council. Committees will be composed of association members with voting privileges and may include additional nonvoting individuals as ex-officio members. The Faculty Council shall maintain, but not be limited to, the following standing committees:

2.4.1 Faculty Awards Committee - appointed each September and shall be responsible for soliciting nominations and selecting faculty members for the annual outstanding teaching, research, and service awards.

2.4.2 Nominations Committee - appointed each January and shall be responsible for soliciting nominations and conducting the elections for President, Vice President, and Secretary-Treasurer of the Faculty Association. The nominations committee shall be responsible also for soliciting the names of faculty association members willing to be nominated to serve on university and other committees.

2.4.3 Faculty Welfare Committee - appointed each September and shall be responsible for addressing issues of general concern to the health and welfare of faculty association members. The Vice President of the Faculty Association will serve as chair of the Faculty Welfare Committee.

2.5 Nominations of Faculty to University and ~~O~~-other Committees

The President of the Association shall be responsible, after consultation with the nominations committee and the approval of the Faculty Council, for submitting to the President of the University the names of faculty members interested in appointments to ~~the following University committees: Campus Parking, Curriculum and Educational Policies, Faculty Research, Parking Appeals, Publications, and Student Conduct.~~ ~~standing committees as outlined in By-Law 3~~ The President of the Association shall be responsible for submitting the names of faculty members interested in appointments to such other committees as shall from time to time be deemed necessary and appropriate.

SECTION 3. Creating Amendments and By-Laws

3.1 Amendments

Amendments to this constitution may be proposed by a simple majority of the Faculty Council, or by petitions signed by ten percent of the members of the Association. Amendments shall become a part of this constitution when ratified by two-thirds majority of all members voting in a Faculty Association election in which more than fifty percent of the members of the Association vote, or when ratified by two-thirds majority of all members present at a general meeting of the Association, provided that such meeting or election is called not less than one week after the proposal has been made to the membership and a quorum is present.

3.2 Bylaws

The Faculty Council shall formulate such by-laws as are necessary for the orderly administration of the intent and duties of the above constitution. By-laws may be proposed and enacted at a regular business meeting in which a quorum is present. A simple majority of a quorum is sufficient to enact a change in the by-laws.

SECTION 4. Amendments and By-Laws to the Faculty Association Constitution

4.1 By-law 1

Those academic units entitled to representation on the Faculty Council are: the College of Liberal Arts, the College of Business and Technology, the College of Education, the University Libraries, the College of Science and Health Professions, the College of Optometry, the NSU Muskogee Campus, and the NSU Broken Arrow Campus. [As revised by Council, December 4, 1998; titles corrected March 2002; modified and adopted by Council, April 8, 2005]

4.2 By-law 2

The College of Liberal Arts, the College of Education, the College of Optometry, and NSU Muskogee shall elect their Faculty Council Delegates in the fall of the odd-numbered years. The College of Business and Technology, the University Libraries, the College of Science and Health Professions, and NSU Broken Arrow shall elect their Delegates in the Fall of the even-numbered years. [As revised by Council, December 4, 1998; titles corrected March 2002; modified and adopted by Council, April 8, 2005]

4.3 By-law 3

The Faculty Council President is responsible for submitting in May to the President of the University the names of Faculty Association members for appointment to the following committees: Campus Parking (1 faculty); Curriculum & Educational Policies (4 faculty); Faculty Research (2 faculty); Publications (1 faculty); Student Conduct (10 Nominations with 5 faculty selected to serve). [As revised by Council, April 2, 1999]

The Faculty Council President is responsible for submitting in May to the President of the University the names of Faculty Association members for appointment to the following committees : ~~Campus Parking (1 faculty); Curriculum & Educational Policies (4 faculty); Faculty Research (2 faculty); Publications (1 faculty); Student Conduct (10 Nominations with 5 faculty selected to serve).~~ ~~Banner Operations (1 faculty); Curriculum & Educational Policies (4 faculty); Faculty Development (1 Council member); Faculty Research (2 faculty); Publications (1 faculty); Student Conduct (10 Nominations with 5 faculty selected to serve); University Academic Advising (1 faculty) [As revised by Council, April 2, 1999; modified and adopted by Council, September 2, 2016.]~~

4.4 By-law 4

The University's Grievance Committee is established each year using the procedures in Section 3.7 of the Faculty

Handbook. The Faculty Association President is responsible each fall semester for appointing a temporary chair from among the membership of the Grievance Committee. The names of members and officers of the Grievance Committee are to be included in the minutes of the Faculty Council. [Adopted by Council, December 4, 1998]

4.5 By-law 5

If unable to attend a council meeting, a faculty council delegate may designate an alternate from the same college to serve temporarily in his or her place. The delegate must inform the Faculty Council President in writing or by e-mail at least twenty-four hours before the meeting or the alternate will not possess voting privileges for issues before the council. If such notice is provided, the alternate will have full voting privileges for that meeting. [Adopted by Council, February 23, 2001]

4.6 By-law 6

The NSU Faculty Association, acting through its officers and Council, will advocate faculty interests in work-related matters pertaining to the role of faculty members on any campus of Northeastern State University. [Adopted by Council, April 8, 2005]

4.7 By-law 7

The President shall appoint a Historian/Archivist from among the Association membership who will keep a database of records relevant to the organization. These will include: 1] a history of motions made and passed by the Council Delegates; 2] summaries of open meetings held with University Administrators with lists of questions and answers; and 3] other data as supportive of the good of the Faculty. [Adopted by Council, April 8, 2005]

4.8 By-law 8

Members of the NSU Faculty Council shall hereafter be referred to as Delegates. Each College and the Library will automatically have 2 Delegates on the Faculty Council. Therefore, each College and the Library shall select, from among its membership by simple majority vote of those full-time faculty voting, two Delegates to serve as College/Library representatives to the Faculty Council. The faculty roster base for each academic entity represented is defined as 15 faculty members. Each academic unit also will elect an additional Faculty Council Delegate for each group of 30 faculty, working exclusively in that unit, over the base of 15. Furthermore, the Muskogee and Broken Arrow campuses will each have one Delegate on the Faculty Council. Such a person must have the majority of his or her workload at the site represented and will serve regardless of his or her College or Library affiliation. These Delegates will be elected by simple majority of those full-time Faculty who have a majority of their workload either at Muskogee or Broken Arrow. The Northeastern Faculty Council shall determine in the by-laws to this Constitution those entities eligible for representation on the Council and in what years each entity shall select its Faculty Council Delegates. [Adopted by Council, April 8, 2005]

4.9 By-law 9

The terms of all officers shall commence ~~one week before the first day of classes in the fall semester following the October election~~ ~~July 1st following the April election~~ in odd-numbered years. [Adopted by Council, April 8, 2005]

4.10 By-law 10

If a Delegate vacates his or her seat, the President of the Faculty Association shall inform the dean or Director of the academic unit, as well as the faculty members in the academic unit, of the need to fill the vacancy. Following the election of a successor, the dean or Director and/or the remaining Delegate or Delegates shall inform the President of the Faculty Association and Council of the selection.

If there is only one candidate for any office, that person can be elected by acclamation of a Council quorum at a regular meeting. If officers are not elected in ~~October~~ ~~April~~ of an odd-numbered year for any reason, there may be an election at any time to seat a new President. The sitting President may call for a vote up until the time he or she leaves office. The Acting President then may call for a vote at any time thereafter. Such a vote would be a poll of the sitting Faculty Council Delegates. In a meeting, a quorum [half of the Delegates plus one] would have to be present to take such a poll. If done by phone or email, three quarters of the sitting Delegates would have to be polled. In either a meeting or by phone/email, the majority would prevail.

If no election occurs in ~~October~~ ~~April~~ and the sitting President cannot find a presidential candidate, the Council Delegate with seniority in total years of service on the Council shall be Acting President until a new President is elected. If there is no Vice President elected, the delegate with second seniority in total years shall be the Acting Vice

President until one is elected, and the delegate with third seniority in total years shall be the Acting Secretary-Treasurer until one is elected. If there is a tie in seniority of service as a delegate, the person with the longest tenure at NSU shall take office. Delegates temporarily serving as officers under these terms shall retain the right to make motions and vote on motions. [Adopted by Council, April 8, 2005; modified by Council, May 6, 2005; modified and adopted by Council, September 2, 2016]

4.11 By-law 11

Each two years, at the time of the election of the NSU Faculty Association [Council] officers, the Council may place on the ballot an amendment to this constitution regarding the payment of dues by Association members. [Adopted by Council, April 8, 2005]

4.12 By-law 12

An NSU Faculty Member may receive a Circle of Excellence award one time in his or her career. Once a Faculty Member wins an award in any category, he or she is retired from competition for a further award in any category. [Adopted by Council, April 8, 2005]

Add 4.13 By-Law 13

Faculty Council Delegates are elected representatives of the faculty they serve. Delegates should represent the voices of the faculty and communicate Faculty Council activities back to them. Delegates should actively seek out the multiple perspectives of the faculty they represent. Delegates should be engaged with the business of Faculty Council. As such, they should have regular attendance, active participation and they should strive to provide service by membership on various committees and task forces.

If any Delegate misses three consecutive meetings without sending an alternate or misses five meetings in a year without being represented by an alternate, the appropriate unit shall be formally requested to elect a replacement [Adopted by Council October 7, 2016]

Constitution Revised 1994; By-laws revised and/or added at dates shown in Section 4.

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APPENDIX C
THE PROFESSIONAL PORTFOLIO TENURE AND PROMOTION REVIEW

April 25, 2017

Objective evaluation of the quality and significance of teaching, service and scholarly achievement in each scholarly area is the cornerstones of NSU's Retention, Tenure & Promotion (RTP) process. Reliability and regular communication/clarification of the RTP process will continue to increase ensure its validity. In order to ensure consistency, all mentors and reviewers of faculty RTP processes will engage in annual familiarization sessions of the process and how it is interpreted within Colleges and the Institution.

Professional portfolios make up the candidate-developed portion of the retention, tenure, and promotion (RTP) file. Faculty members scheduled for evaluation shall prepare a portfolio as described below. Verification of evidence in portfolios by RTP reviewers may occur at any level of the review process. If RTP reviewers find a discrepancy in the portfolio, this will be documented in the recommendation. Portfolios may be submitted on CD, DVD, or other portable media.

The professional portfolio for tenure and promotion review will be submitted electronically and contain materials equivalent to the contents of a two inch binder. The portfolio table of contents should contain the following:

- A. Current curriculum vitae (Faculty Curriculum Vitae should be updated every year).
- B. A comprehensive reflective narrative: a three- to five-page narrative that synthesizes and interconnects the candidate's achievements in the three reviewed areas of Teaching, Scholarly Activity and Service. The narrative unites all sections of the portfolio and ties achievements to NSU's mission, vision, and values. It should also provide an opportunity to reflect on professional growth and/or areas needing improvement.
- C. Evidence supporting progress in meeting tenure and promotion as stated below (RUSO 3.3.3; Faculty Handbook 3.3.3a):
 1. Effective Classroom Teaching
 2. Scholarly or Creative Achievement (Boyer's Areas of Scholarship - Discovery, Integration, Application & Teaching)
 3. Contributions to the Institution and Profession (Service to the Institution, Profession and/or the community)
 4. Performance of Non-teaching Semi-administrative or Administrative Duties (if applicable)
- D. All applicable relevant letters of review evaluation (faculty mentor, chair, dean and provost).

Documentation shall be limited to the period under review, which includes the years since the candidate was hired in a tenure-track or tenured position at NSU. If the candidate was hired with any number of years credited toward tenure or promotion, documentation should be included from those years as well. Additional supporting material, stored separately within the college, may be made available by the candidate for review.

Evidence shall consist of representative samples of the candidate's best work, not an exhaustive compilation of materials. Documentation within each of the portfolio sections shall focus on the quality and significance of the activity, using an appropriate combination of narrative and illustrative materials. It shall focus on documenting the activities of the individual faculty in Teaching, Scholarship, and Professional/University Service rather than on documenting the results of a project or a program. Similarly, in documenting collaborative work, faculty shall focus on their personal role and contribution to the collaborative process and outcomes. Candidates are encouraged to highlight activities which are integrative and collaborative and which serve NSU's mission, vision, and values.

Any material deemed by the faculty member as relevant to the evaluation or review may be included in the file within the limits of the two-inch binder's capacity. Material not fitting the binder will be housed separately in the college for review by those participating in the review process.

A. Current curriculum vitae (Faculty Curriculum Vitae should be updated every year).

B. A comprehensive reflective narrative

A three- to five-page narrative that synthesizes and interconnects the candidate's achievements in

the three reviewed areas of Teaching, Scholarly Activity and Service. The narrative unites all sections of the portfolio and ties achievements to NSU's mission, vision, and values. It should also provide an opportunity to reflect on professional growth and/or areas needing improvement.

C. Evidence of Supporting Progress in Meeting Tenure and Promotion

To meet the criteria set forth by the Oklahoma Board of Regents as stated in the Faculty Handbook in section 3.361, all evaluation for tenure and/or promotion shall address whether each candidate has achieved excellence in:

1. Effective Classroom Teaching
2. Scholarly or Creative Achievement (Boyer's Areas of Scholarship - Discovery, Integration, Application & Teaching)
3. Contributions to the Institution and Profession (Service to the Institution, Profession and/or the community)
4. Performance of Non-teaching Semi-administrative or Administrative Duties (if applicable)

Each professorial rank, including the granting of tenure, has different standards regarding performance in the three areas of evaluation; teaching, scholarship and service. These standards will likely vary across disciplines. As a faculty member progresses successfully through the ranks, the standards increase significantly, both quantitatively and qualitatively, at each decision point. The standards for promotion to Associate Professor and those for the granting of tenure are essentially identical. Promotion to Full Professor is reserved for those who have demonstrated comprehensive or specific excellence in teaching, scholarship and service. NSU's aspirations are that each program and or department will identify standards for each rank and have those standards successfully vetted at the Chair, Dean and Provost levels. Until that goal is realized, the current department/college standards, with the addition of the standards increasing significantly, both quantitatively and qualitatively at each decision point, shall apply.

Northeastern State University is committed to the advancement of knowledge through Teaching, Scholarship, and Service that supports the academy and the community. The primary focus, however, is teaching, as stated in Strategic Plan Goal 1. "Provide a quality curricular and co-curricular education in a flexible student-centered environment."

The following list of activities is meant to provide examples of the kinds of evidence in the areas of Teaching, Scholarship, Contribution to the Institution and Profession, and Non-Teaching Duties that may be considered for inclusion in a professional file. The list is not meant to be exhaustive and examples may rise to the level of what constitutes scholarship. (for scholarship defined by NSU deans). There may be other evidence, worthy of inclusion, which is not mentioned on the list. Also, the evidence on the list should not be interpreted as requirements, but as examples of the kinds of evidence candidates, faculty mentor, chairs and deans should consider when evaluating a candidate's performance.

1. Effective Classroom Teaching

Teaching includes all work that is intended to advance learning within an engaging, civil environment. The assessment of teaching should be evaluated as objectively as possible and take into account quantitative indicators such as contact hours, number of preparations, number of students, number of advisees, student evaluation ratings, peer/observer ratings, etc. However, the primary evidence of effective teaching should come from the assessment of learning outcomes/learning gains exhibited by students.

Evidence of expected learning outcomes achieved by students and/or other outcomes achieved during the review period may be demonstrated through the following non-exclusive list of sample activities:

Range of Activities

Communication of knowledge and the development of appropriate skills and attitudes are the primary objectives of all faculty members. With the exception of i., the following list is not meant to be required of all faculty, but to indicate the possible activities that faculty members may use to achieve these objectives.

1. Effective presentations, whether in lecture, laboratory, studio, or other venues.

2. “Active learning” pedagogy, such as use of active-learning techniques and tools to enhance student learning including, but not limited to, collaborative learning, problem-based learning, and student polling; integration of service learning and other community-based learning into courses; direction of laboratory-based student research, supervision of internships and co-op experiences; study-abroad activities.

3. Engaged teaching, course- or curriculum-related teaching/learning activities that involve students with the community in mutually beneficial ways. This includes, but is not limited to, service learning and other community-based learning experiences, internships and co-op experiences, and involvement in community-based research or other special projects.

4. Alternative delivery, such as team teaching or co-teaching; development and/or implementation of online courses; off-campus teaching; flexible scheduling and delivery models.

5. Academic advising and mentoring, such as helping students plan their academic programs; presenting options for a career in the discipline or selection of a graduate or professional school; advising discipline-related student clubs or associations; sharing professional experience and expertise on an individual basis.

6. Involvement in special academic programs, such as development and/or implementation of special retention programs/efforts; participation in first-year programs and/or learning communities; development of courses for programs offered using alternative or innovative delivery models.

7. Other (as appropriate to the discipline, department, or college).

Documentary evidence of effective teaching and learning outcomes may include but is not limited to:

1. Honors courses designed, taught, and evaluated.
2. New courses introduced and evaluated.
3. New courses designed, team-taught, and evaluated.
4. On-line or ITV courses created, modified, and evaluated for impact on student learning.
5. Seminars created and directed.
6. Workshops created and directed.
7. Webinars created and directed.
8. Student projects directed that are not part of normal teaching duties.
 - a. Theses.
 - b. Written and oral examination committees.
 - c. Student service learning opportunities.
 - d. Student clubs supervised.
 - e. Student research mentoring/sponsorship.
9. Best practices reflecting contemporary methodologies.
10. Student course evaluations (summary sheet only), assessment data, analysis, self-reflection, and modification of courses based upon those.
11. Peer evaluations incorporated into course improvement/modification.
12. Chair evaluations incorporated into course improvement/modification.
13. Original materials employed to create an innovative learning environment.
14. Program and course assessment instruments created and utilized.
15. Evidence of effective advising.
16. Program curriculum modifications supported by data and research regarding best practices.

B. SCHOLARLY ACTIVITIES

2. Scholarly or Creative Achievement (Boyer's Areas of Scholarship - Discovery, Integration, Application & Teaching)

Clarifications of objective evaluation of the quality and significance of scholarly achievement in Boyer's Areas of Scholarship is critical to NSU's RTP process.

Clarifications:

1. NSU is a Masters extensive regional university. Therefore the quantity and types of scholarship produced by NSU will, by definition, be less than that of a doctoral, research intensive institution commensurate with its Carnegie class designation.
2. Time in rank alone is not considered acceptable for retention, tenure or promotion. Documentable activities must accompany any portfolio for retention, promotion and tenure.
3. NSU has adopted the Boyer Model of Scholarship: Boyer, E. (1990). *Scholarship Reconsidered: Priorities of the Professoriate*, The Carnegie Foundation for the Advancement of Teaching & Glassick, C., Huber, M & Maeroff, G. (1997). *Scholarship Assessed: Evaluation of the Professoriate*, Jossey-Bass. While this model is now over 20 years old, the basic tenets still hold for NSU. The Boyer Model was adopted in order to provide additional flexibility and allow a wider range of faculty talents to flourish. This means that:
 - i. All scholarship may be divided among the four Boyer model components: Discovery, Teaching, Integration and Application.
 - ii. The Boyer Model maintains that the *process* of any of the above types of scholarly activity almost always includes: Clear goals; Adequate preparation; Appropriate methods; Significant results; Effective presentation; and, Reflective critique.
 - iii. In order to count as scholarship, regardless of type, most projects must have peer review of some type and dissemination to the appropriate audiences. This means that, for the majority of scholarly activity:
Something original was planned and accomplished;
External or independent feedback and evaluation were received; and
Dissemination of the results occurs in some form, serving as an element of continuous quality improvement
4. Colleges will vary in proportion of scholarship types utilized for evaluation.
5. Teaching, advising and service are a necessary and expected baseline part of a faculty member's job and, unless they fulfill the tenets of the Boyer Model, do not necessarily count as Scholarship.

Clarifications regarding NSU and the Boyer Model:

1. Faculty are not required or even encouraged to demonstrate scholarship in all four Boyer Categories. The majority of faculty actually use only one category. A faculty member may use only one category. They may also find themselves using more than one category depending on the nature of their scholarly activities. I say this because I presume the statement was made to help faculty understand that they do not have to demonstrate scholarship in all four categories.
2. Scholarship, especially among certain disciplines is difficult to review.
3. A publication, while clearly a recognized form of scholarship, is certainly not the only means of demonstrating scholarly productivity. The Boyer Model is meant to allow for far greater flexibility in the demonstration of scholarship.

For purposes of this Retention, Tenure, and Promotion Policy (RTP), scholarship shall be construed to encompass all scholarly work that furthers the educational goals of students, faculty, academic units, the university as a whole, and the community. This definition allows for a greater recognition of diverse faculty activities. All faculty members have a responsibility to their students, their disciplines, the community, and the university to strive for excellence in intellectual, ethical, aesthetic, and creative achievement. Such achievement in at least one of the four scholarship areas identified in the Boyer Model (i.e., Teaching and Learning, Discovery, Integration, and Professional Application) is an indispensable qualification for retention, tenure, and promotion. Outcomes and documentation of the scholarship activities must have public notice or deliverable products. While the traditional categorization of faculty roles into the three functional areas of Teaching, Scholarship, and Professional Service serves to clarify a complex evaluation process, it is important to remember that these divisions function primarily as tools for the **evaluation** assessment of faculty work.

The four Boyer's Areas of Scholarship as described below, underscore the fact that sharp distinctions between categories do not exist and that scholarly activities should **often** emphasize collaborative and integrative relationships. It should also be emphasized that no faculty member shall be expected to commit an equal amount of time, make an equal contribution, or achieve equally in the four categories of scholarship described hereafter. In fact, most faculty demonstrate scholarship in only one and possibly two areas of the Boyer's Areas of Scholarship. Faculty are NOT

required to demonstrate scholarship in all four Boyer's Areas of Scholarship. The majority of faculty actually use only one category.

A. Scholarship of Teaching and Learning

According to Boyer (1990), "As a scholarly enterprise, teaching begins with what the teacher knows. Those who teach must, above all, be well informed, and steeped in the knowledge of their fields. Teaching can be well regarded only as professors are widely read and intellectually engaged" (p. 21).

Contributions to Teaching and Learning involve facilitating student learning, critical thought, and inquiry, as well as transmitting, integrating, interpreting, and extending knowledge. In addition, teaching should reveal and develop diverse perspectives, help to facilitate creativity and life-long learning, and work to integrate various principles central to the mission, vision, and values of Northeastern State University. The faculty member's contributions in Teaching and Learning may be evaluated for scholarly achievement if the criteria in this Appendix are met. Activities to consider in the evaluation of Teaching and Learning may include, but are not limited to, those listed in Appendix C. below.

B. Scholarship of Discovery

Scholarly activity in this area constitutes academic work that confronts the unknown, seeks new understandings, and/or offers a new perspective on knowledge, through both individual and collaborative work both within and across disciplines. Activities to consider in the evaluation of Discovery may include, but are not limited to, those listed above. Scholarship of discovery represents what the traditional academy had referred to as research, either through replications and extensions of existing research or through original research and according to Boyer (1990), "contributes not only to the stock of human knowledge but also to the intellectual climate of a college or university" (p. 15).

C. Scholarship of Professional Application

According to Boyer (1990), "the application of knowledge, moves toward engagement as the scholar asks, How can knowledge be responsibly applied to consequential problems? How can it be helpful to individuals as well as institutions? And further, Can social problems themselves define an agenda for scholarly investigation (p. 21)?" The diversity of internal and external needs, as well as faculty training and experience, leads to many different forms of Professional Application. However, Professional Application activities share all of the following characteristics:

- They contribute to the public welfare or the common good;
- They call upon faculty members' academic and/or professional expertise;
- They directly address or respond to real-world needs; and
- They support NSU's vision, mission, and values.

Faculty members who are engaged in Professional Application use their academic training, scholarship and experience to serve the public and contribute to NSU's mission, vision, and values. Professional Application includes internal service to the discipline, department, college, and university and contributing to the shared governance system and institutional development through a variety of activities including service on committees, task forces, policy advisory bodies, and the development and management of academic programs.

Externally, Professional Application addresses the core values associated with regional stewardship, which can be found by reading material defining 'Making Place Matter', AASCU's initiative that has been adopted by the Oklahoma System of Higher Education Board of Regents. Activities to consider in the evaluation of Professional Application may include, but are not limited to, those listed in Appendix C. In order to be considered as a form of scholarship, both peer review and dissemination of results are expected.

D. Scholarship of Integration

According to Boyer (1990), "we underscore the need for scholars who give meaning to isolated facts, putting them in perspective. By integration, we mean making connections across the disciplines, placing the specialties in larger context, illuminating data in a revealing way, often educating nonspecialists, too" (p. 18). Integration is a scholarly area that gives meaning to isolated facts, putting them into perspective and into context. Connections across the disciplines to solve problems, raise questions for research and examination, and involve others from various backgrounds to create and initiate new ways of thinking all reflect this area of scholarship. Integration can also involve fitting original research into larger intellectual patterns and work underway to lead new understandings. Key words often used to reflect the possibilities of

scholarship inherent within this area include *interdisciplinary*, *integrative*, and *interpretive*. Activities to consider in the evaluation of integration may include, but are not limited to, those listed in Appendix C.

Evidence of outcomes achieved during the review period in at least one of the four areas of the Boyer's Areas of Scholarship (Teaching, Discovery, Integration, and Application):

Range of Activities

There may be activities that qualify for more than one of the following categories. This list is not meant to be required of all faculty, but to indicate the broad range of scholarship and creative activity possible. Creative Activity, including performances, exhibitions, and creation of original work.

A. Scholarship of Discovery, including basic and applied research; development and application of theory.

B. Scholarship of Integration, including interdisciplinary research; new interpretations of current knowledge; integration of knowledge from diverse sources.

C. Scholarship of Application/Engagement, including community-based research, technical assistance, demonstration projects, impact assessment, and policy analysis; scholarly work relating to the study or promotion of public engagement.

D. Scholarship of Teaching, including applied research regarding various pedagogies, **delivery methods**, student learning, and assessment practices; development and dissemination of materials for use in teaching beyond one's own classroom. **All are typically designed to demonstrate enhancements in classes or curriculum.**

Documentary evidence of scholarly activities may include but is not limited to:

1. Articles published in refereed journals.
2. Chapters published in scholarly books.
3. Encyclopedia entries.
4. Scholarly books written or edited.
5. Monographs published.
6. Papers presented at professional meetings.
7. Posters presented at professional meetings.
8. Sessions chaired at professional meetings.
9. Panel participation at professional meetings.
10. Papers reviewed for professional meetings.
11. Book reviews.
12. Textbooks published.
13. Study guides published.
14. Test banks published.
15. Educational research. ???
16. DVDs, ~~You-tubes~~ YouTube submissions, and videos published.
17. Poetry published.
18. Short stories published.
19. Works of art created.
20. Music composed.
21. Public presentations of scholarship.
22. Judge of student papers and presentations.
23. Radio and television presentations.
24. Editor of or referee for peer-reviewed journals.
25. Grants proposals submitted.
26. Grants funded

C. CONTRIBUTIONS TO THE INSTITUTION AND PROFESSION (last five years)

3. Contributions to the Institution and Profession **(Service to the Institution, Profession and the**

community) utilizing one's professional discipline(s).

NSU's commitment to Making Place Matter and public engagement provides opportunities for new and evolving forms of the scholarship of application, including research that draws on and supports its environment.

Range of Activities

The range of activities listed below is not meant to be required of all faculty, but to indicate the broad range of service to which the NSU faculty can contribute.

A. Service to the university institution

1. Governance, such as involvement in program or departmental administration; active service or leadership on committees, task forces, councils, search committees, and Faculty Council.
2. Mentoring, advising, and sharing expertise, such as conducting workshops for other faculty; organizing colloquia and seminars; mentoring new faculty; supervising student activities or student groups.
3. Development/advancement, such as participation in student recruitment; participation in fund raising; public relations and marketing of program; retention activities that strengthen a program or program enrollment.
4. Other (to be added by the college or department).

B. Service to the discipline/profession

1. Governance, such as taking on a leadership role in a professional association; participating in the organizing, convening, or presiding for an association meeting or function.
2. Scholarly Activity such as acting as a member of journal's editorial board or journal editor; reviewing books for publication, grant proposals for funding agency, conference submissions for possible acceptance, and articles for journal publication.
3. Sharing expertise, such as serving on an accrediting team; writing questions for licensure or certification exams; participating in a program review for a university.
4. Other (to be added by the college or department).

C. Service to the community utilizing one's professional discipline(s). (for example, but not limited to)

1. Providing service to a local, regional, or global community or governmental agency, such as the PreK-12 community, non-profit agencies, and economic development groups.
2. Facilitating or improving organizational development in the community.
3. Providing services to support or enhance economic development in the region.
4. Providing clinical services related to physical health, mental health, and wellness.
5. Providing consulting services or technical assistance.
6. Planning and/or implementing public events, such as teaching non-credit classes or workshops; providing public lectures, arts performances, art displays; participating on panels or symposia for public presentation.
7. Serving on boards, committees, commissions utilizing one's disciplinary expertise.
8. Providing public writing services, including grant proposals and grant awards for an organization or community.
9. Other (to be added by the college or department).

Documentary Evidence of Professional/University Service and outcomes achieved during the review period may include, but is not limited to, the following:

1. Creation of multidisciplinary courses and programs.
2. Regional work integrated into programmatic design.
3. Facilitation of cross-campus activities and experiences.
4. Delivery of professional expertise to colleagues across campus.
5. Service on university-wide task forces, work groups, and committees.
6. Regional development.
7. Service learning involvement.
8. Engagement in Making Place Matter activities.
9. Supervision of field activities.
10. Committee assignments. (State duties and positions held.)
11. Involvement in Faculty Council, task forces, etc. (State duties and positions held.)
12. Assessment duties (Including but not limited to program review, prioritization, strategic

planning, etc.).

13. Professional organizations. (Membership, offices held, duties, etc.)

14. Community involvement. (Explain value to the community and the university.)

15. Consulting.

16. Administrative positions held.

17. Duties and time devoted to administrative duties.

18. Number of persons supervised.

19. Evidence of effective advising.

a. Number of advisees.

b. Time devoted to advising.

c. Media employed in advising.

d. Innovative advising approaches.

20. Methods employed accommodating student diversity.

21. Reports, recommendations, or other written documents generated by the activity.

22. Letters from chairs or colleagues (including external professional colleagues) with whom faculty worked.

23. Other written records that document the faculty member's quantity and quality of service.

24. Letters from community partners or those who benefited from the outreach activity.

25. Letters from external agencies or organizations attesting to the quality and value of the work.

26. Completed evaluation forms from those who participated in the activity.

27. Evidence that the work has served as a model for others.

4. Performance of Non-teaching Semi-administrative or Administrative Duties (if applicable)

For example, serving as Department Head or Program Coordinator.

Reference

Boyer, E. (1990). *Scholarship Reconsidered: Priorities of the Professorate*, The Carnegie Foundation for the Advancement of Teaching & Glassick, C., Huber, M & Maeroff, G. (1997). *Scholarship Assessed: Evaluation of the Professoriate*, Jossey-Bass.

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Appendix C2

Common Expectations among Deans Regarding the Boyer Model

1. NSU follows the Boyer model for scholarship.

2. All scholarship may be divided among the four Boyer model components: Teaching, Discovery, Integration and Application.

3. In order to count as scholarship, regardless of type, projects must have peer review of some type and dissemination to the professional public. This means that:

- a. Something original was planned and accomplished;
- b. This was shared with the appropriate publics;
- c. Feedback and evaluation were received; and
- d. An element of continuous quality improvement exists.

4. Colleges will vary in proportion of scholarship types utilized for evaluation.

5. Teaching, advising and service are a necessary and expected baseline part of a faculty member's job and, unless they fulfill the tenets of the Boyer Model, do not necessarily count as Scholarship.

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APPENDIX D

NSU GUIDELINES FOR INTELLECTUAL PROPERTY CREATED BY THE NSU DISTANCE LEARNING COMMITTEE

INTELLECTUAL OWNERSHIP POLICY

I. INTRODUCTION

Since the demand for distance learning appears to be increasing and the continuing development of electronically published course materials in various media seems likely, it is important to address the issues raised by the creation, use and distribution of various forms of electronically published course materials and clarify the rights and responsibilities of each of the parties involved. This policy is a supplement to the [Patent Policy and Copyright Policy](#) promulgated by the Board of Regents of the Regional University System of Oklahoma (RUSO) and found in [Section 5.13 of Chapter 5 General Policies](#). Furthermore, this policy only addresses distance learning. To the extent this policy conflicts with the general RUSO [Patent Policy and Copyright Policy](#) on issues involving distance learning, the RUSO policy prevails.

I-A. Definitions:

Distance learning is a pedagogy whereby students are instructed via electronic transmissions, often utilizing electronically published course materials.

Electronically published course materials are materials utilizing electronic transmissions to teach students at sites distant from the faculty member's University campus.

Licensure is the right to use or market the electronically developed course materials for educational purposes.

Substantial Use as it relates to the use of University resources is that use of University laboratory, studio, audio, audiovisual, video, television, broadcast, computer, computational or other facilities, resources and staff or students which: (a) falls outside the scope of the faculty member's or librarian's normal job responsibilities or the student's academic program or (ii) entails a faculty member's or librarian's use of such resources that are not ordinarily available to all or virtually all faculty members with comparable status in the same college or department or to all or virtually all similarly situated faculty or librarians. The term "substantial use" does not include the use of personal office space, local telephone, library resources and personal computer equipment incidental to teaching in the traditional classroom with electronic enhancements or additions.

Work for Hire is (a) a work prepared by a staff member or student employed at the University within the scope of employment; or (b) a specially-commissioned work created by a faculty member or librarian within the scope of employment, as set forth in a specific written agreement between the faculty member or librarian and the University. A work for hire situation, as contemplated by this policy, arises where any compensation is paid by the University for the purpose of authoring and developing the electronically published course materials.

Faculty includes individuals receiving a letter of appointment from the Provost/Vice President for Academic Affairs or his or her designee to a teaching position, with or without compensation from the University, and whether full-time, research, part-time, visiting, or other status.

Staff includes all those individuals, in graded or ungraded positions, or on wage account status, whether full-time, part-time, or other status, receiving compensation from the University as employees, other than Faculty and Librarians.

Librarian(s) includes all individuals receiving a letter of appointment from the Provost/Vice President for Academic Affairs or his or her designee to a professional librarian position, with or without compensation from the University, and whether full-time, research, part-time, visiting, or other status.

Author as used herein, refers to and includes those individuals responsible for content and conceptual design and development of the electronically published material. The term "author" as used in its singular form herein shall be construed to include its plural form where appropriate.

Work as used herein shall refer to any electronically published material prepared for use in distance learning.

II. OWNERSHIP

Unless a specific written agreement between the author(s) of a distance learning project and the University is negotiated, patent/copyright ownership in the project shall vest according to the categories stated below.

II-A. Works Generated At the Initiative of Faculty, Librarians or Staff

Ownership interest, and all rights associated therewith, of any work resulting from an individual's efforts on his or her own personal time without any direct support from or through the University and without the use of any University resources beyond those normally provided by the University vests completely in the author(s) of the work.

II-B. Works Generated At the Initiative of Faculty, Librarians or Staff Using Minimal University Resources

Ownership interest, and all rights associated therewith, of any work resulting from an individual's efforts with the use of minimal university resources above and beyond those normally provided to other faculty, librarians or staff similarly situated vests completely in the author(s) of the work. The University possesses a non-exclusive educational license to use the work as part of its course delivery. The use of this license encompasses the situation where the author of the work is not responsible for teaching the course containing his or her electronically published materials.

II-C. Works Generated At the Initiative of Faculty, Librarians or Staff Using Substantial University Resources

Ownership interest, and all rights associated therewith, of any work resulting from an individual's efforts with the use of substantial university resources as defined herein vests completely in the individual authoring the work. The University possesses a non-exclusive educational license to use the work as part of its course delivery. The use of this license encompasses the situation where the author of the work is not responsible for teaching the course containing his or her electronically published materials. The University also possesses a non-exclusive commercial license to market the course containing the author's work outside the University. If licensed for commercial purposes, either by the University or the author(s), the University and the author(s) will each receive a percentage of the royalties as specified in the RUSO General Patent [Policy and Copyright Policy](#) unless a different percentage is agreed to by the parties involved and memorialized in writing.

II-D. Works Generated As A Work Made For Hire

Ownership interest, and all rights associated therewith, of any distance learning project meeting the definition of a "work made for hire", as defined herein, vests completely in the University. The University possesses exclusive educational and commercial ownership and license authority. The author is not entitled to payment of royalty.

III. REVISION RIGHTS AND OBLIGATIONS

The author of a distance learning project retain the right to update, edit or otherwise revise electronically developed course materials that become out of date. In certain circumstances, the author of a distance learning project retains right to place a time limit upon the use of electronically developed course materials that are particularly time sensitive, regardless of who owns any copyright interest in the electronically developed course materials. These rights and limitations may be negotiated in advance of the creation of the electronically developed course materials and may be reduced to writing. Absent a written agreement, each author is under an academic duty to revise his or her work on an annual basis in order to maintain academic standards. If an author revises the work and such revision is done in a satisfactory manner, the author retains the rights to full royalties as stated above for another year. If the University believes a revision is necessary and no timely revision is made or if the revision made, in the University's opinion, does not maintain academic standards, the University may refuse to market the product, or the University may employ another individual to update the work and charge the cost of updating against any royalties paid to the original author. The duty to revise a distance learning project is continuing for the life of the project regardless of the author's employment status with the University.

IV. PATENT/COPYRIGHT ADMINISTRATION AND ENFORCEMENT

The Patent/Copyright Officer and Patent/Copyright Committee shall be responsible for the administration of this policy and applying the policy equitably across the campus. The author of any electronically developed course materials should submit a proposal to the Patent/Copyright Officer describing the work and the institutional resources that will be used or consumed in its creation and production. The Patent/Copyright Officer shall review the submitted material and make an initial recommendation regarding the appropriate category of ownership to which the work should be assigned. The Patent/Copyright Officer shall forward the author's proposal along with his or her recommendation to the Patent/Copyright Committee. The committee shall review the submitted materials and make a final recommendation regarding the appropriate category of ownership to which the work should be assigned. The author of the work shall enjoy the right to be present at all committee meetings and may negotiate with the committee as an agent of the University. The committee's final recommendation shall then be forwarded to the Provost/Vice President for Academic Affairs for final approval.

The Patent/Copyright Officer shall be responsible for registering the copyright for works in which the University possess an ownership interest. The University shall be responsible for enforcing its copyright or patent interests. Authors of electronically published materials for use in distance learning may make such decisions and take such steps to protect works they own. Any one of the authors of a joint work may register and enforce the copyright in the names of all owners, provided they account for the same to all joint authors.

Liabilities may be incurred with respect to the inclusion of materials in electronically published course materials other than materials created by the author(s). It is the policy of Northeastern State University that all faculty, staff and librarians comply with the law, including copyright and privacy laws; therefore, it is the responsibility of the author of electronically published course materials to obtain all permissions and releases necessary to avoid infringing copyright or invading the personal rights of others. The Patent/Copyright Officer shall assist the author in obtaining copyright clearance.

V. RESPECT FOR INTELLECTUAL PROPERTY

While it is in the interest of the university and of faculty members to protect their intellectual property rights, it is also the responsibility of all parties to respect the intellectual property rights of others, both inside and outside the university community. Whenever a member of the faculty uses texts, images, or other creative materials produced by another entity, they should abide by the terms of Title 17 of the U.S. Code or whatever other copyright scheme (Creative Commons, copyleft, etc.) is claimed by the creator. This includes proper citation procedures, image captions giving credit to creators, and links to creator websites where appropriate. Faculty should be aware of the "fair use" doctrine of U.S. copyright law and its limitations, and should obtain permission from the copyright holder when fair use is not applicable.

APPENDIX E

DEPARTMENT ADMINISTRATION POSITION AND ROLE OF THE DEPARTMENT CHAIR

May 2001 (rev Jan 2006)

POSITION OF CHAIR

The department chair is a faculty position which provides leadership and coordination of an academic department within a college. The title for a person functioning in this capacity shall be "Department Chair."

DEPARTMENT SIZE

While departments will vary in size, the normal minimum would be six full-time equivalent (FTE) faculty, although exceptions may be necessary where it may be impractical to combine units. FTE includes all persons teaching within the department (adjuncts, GA's, chair, regular faculty).

PROCEDURES FOR APPOINTMENT, REVIEW, RETENTION OF CHAIR

Department chairs will normally serve a three-year renewable term. The dean of the College will meet collectively with the department faculty to discuss the qualifications necessary for a department chair. Any full-time, non-temporary faculty member within the department is eligible for nomination for the chair position. The meeting will include the discussion of the possibility of seeking an external candidate if a faculty position is available. After the meeting, the dean will ask the faculty to submit confidential nominations for the chair position. After interviewing any potential candidates to determine willingness to serve and management styles, the dean will appoint a new chair from among those candidates. Failure to designate a new department chair by May 1st would render any chair appointment as interim until the consultative process can be completed. An interim chair can serve no longer than one academic year. Department chairs may be eligible for reassigned time based on the number of faculty FTE within the department. The same responsibility to demonstrate expertise in teaching, service, and scholarly/creative activities exists for department chairs/program directors as it does for the faculty.

The chair can request reassignment to full-time teaching responsibilities at the end of any academic year. The chair's request to be relieved of administrative duties should be made in writing to the dean of the College by February 15th. The dean will initiate the process to appoint a new chair as quickly as possible.

A request/petition to the dean by at least 50% of the full-time departmental faculty will initiate an evaluation of the chair's performance and continued service. The evaluation should be done using procedures that have been previously developed by the dean and the college faculty. The evaluation process should include the opportunity for the department faculty to provide confidential feedback to the dean. Following the evaluation, the dean will either re-affirm the chair or initiate the process to appoint a new chair as soon as possible.

If the dean's decision is to re-affirm, a second request by at least 50% of the full-time departmental faculty may be made to the Provost/Vice President for Academic Affairs. The Vice President will conduct a thorough review, which will include the opportunity for the faculty and the dean to provide confidential feedback. The Provost/Vice President for Academic Affairs will either re-affirm the chair or direct the dean to initiate the process to appoint a new chair as soon as possible.

By February 15th of the last year of a three-year term, an automatic review of the chair is begun, if the chair indicates a desire to be re-appointed. The dean will conduct a formal evaluation process (using procedures that have been previously developed by the dean and the college faculty). This process will include the opportunity for the departmental faculty to provide confidential feedback to the dean. Following the evaluation, the dean will either re-appoint the chair or initiate the process to appoint a new chair as soon as possible.

COMPENSATION/TEACHING LOAD OF CHAIR

Individuals serving as department chairs will be compensated for the increased administrative responsibilities and demands placed upon them in teaching load and/or salary adjustment. Procedures for compensating chairs are as follows:

FALL/SPRING

- a. \$175.00 per FTE faculty (including chairs & part-time). To determine the total FTE for a department the following calculations are used:
 - i. Regular faculty and the chair are 1.0 FTE (12 hrs being full load)
 - ii. Regular faculty with split assignments figure % based on 12 hours (e.g. 6 hrs= .50 FTE).
 - iii. Adjuncts/GA's are based on 18 hrs as equivalent to a full load (e.g. 6 hrs= .33 FTE)
- b. For departments with 6 FTE or more faculty a chair may be given three-hour teaching load reduction. When feasible, additional release time with departments of 12 or more FTE can be considered.
- c. Chairs with departments of 6+ FTE faculty receive both pay and release time as above (effective Fall 1997).

SUMMER

- a. During the Summer Term chairs may be compensated \$50.00 per FTE faculty employed during the combined Summer & May terms. This compensation assumes that chairs would normally be employed during the summer and that expectations and additional assignment warrant compensation.
- b. To determine total FTE for a department the following calculations are used:
 - i. Regular faculty and the chair are 1.0 FTE (6 hrs being full load)
 - ii. Regular faculty with split assignments figure % based on 6 hours (e.g. 3 hrs= .50 FTE).
 - iii. Adjuncts/GA's are based on 9 hrs as equivalent to a full load (e.g. 3 hrs= .33 FTE; 6 hrs= .66)
- c. Exceptions to this process require the approval of the Academic Vice President. Chairs with released time during the summer will not receive further compensation described in #1.

RESPONSIBILITIES OF DEPARTMENT CHAIR

Following is a revision of the "Responsibilities of the Chair" section of the document: "DEPARTMENT ADMINISTRATION: Position and Role of the Department Chair," dated March 1989 (rev 6/23/2000). This revision is based on the "Administrative Responsibilities" document prepared by the Chair Council.

A. FACULTY SUPERVISION AND DEVELOPMENT

1. Faculty Employment
 - Assist the dean in screening, interviewing, selecting, and employing full-time and faculty.
 - Document need for new faculty positions.
2. Faculty Performance Review
 - Conduct, in conjunction with the dean, annual performance review of non-tenured faculty and three-year reviews of tenured faculty.
 - Document faculty personnel difficulties or policy violations.
3. Faculty Tenure, Promotion, and Retention
 - Advise faculty concerning tenure and promotion policies.
 - Provide written recommendations regarding non-reappointment of non-tenured faculty and retention of temporary faculty.
 - Serve as chair for the department Tenure Review Committee and provide tenure vote results and a recommendation to the dean of the College.
 - Assess faculty for purposes of promotion application.
 - Maintain a positive atmosphere within the department.
4. Faculty Development
 - Monitor faculty progress toward completing terminal degrees.

- Encourage and promote faculty scholarly activities.
 - Promote outside funding opportunities.
 - Monitor faculty peer review process.
 - Maintain a mentor policy for faculty. Work with new faculty in appointing mentoring committee.
5. Faculty Administration
- Communicate University policy/procedures, including those in the Faculty Handbook.
 - Process appropriate paperwork (e.g. grade changes, faculty absences, etc).
 - Procure teaching material for new faculty and adjunct instructors.
 - Monitor class and advisement loads.
 - Assist new faculty with preparation of course syllabi. Approve course syllabi for adjunct instructors.
 - Assist Dean in conflict resolution within the department.

B. CLASS SCHEDULING

1. Schedule and coordinate classes for all campuses.
2. Develop course sequencing.
3. Staff classes for temporary faculty absences.

C. CURRICULUM DEVELOPMENT

1. Coordinate the development of curriculum changes for department's academic program.
2. Develop program and course objectives.
3. Recommend course equivalencies for NSU Transfer Guide.
4. Review the college/department sections of the Catalog for accuracy.

D. STUDENT ADVISING

1. Mediate student-faculty conflicts, including grade appeals.
2. Coordinate departmental advisement of students.
3. Manage student special academic requests.

E. DEPARTMENT ADMINISTRATIVE RESPONSIBILITIES

1. Oversee all academic and programmatic activities of the department.
2. Oversee enrollment management of department.
3. Participate in dean/college administrative duties.
4. Participate in Chair Council.
5. Plan and conduct departmental meetings.
6. Oversee physical plant and equipment related to department's programs.
7. Develop and administer department budget.
8. Prepare and review accreditation reports related to programs within the department.
9. Prepare Annual Reports and other reports as requested.
10. Coordinate the selection of textbooks for department's courses.
11. Supervise clerical assistance assigned to department.
12. Schedule faculty advisors for transfer sessions.

F. ASSESSMENT

1. Develop, coordinate, and evaluate assessment of the programs offered through the department.
2. Coordinate the preparation of Program Reviews.

G. DISCIPLINE DEVELOPMENT

1. Promote and publicize disciplines.
2. Coordinate development of alumni relations.
3. Coordinate selection of scholarship recipients.
4. Oversee department web site.
5. Represent department at special events and professional meetings.
6. Coordinate and promote special events.
7. Promote career and internship activities.
8. Promote and coordinate student recruitment.

Draft 2017

Appendix F

Textbook and Course Materials Policy

Purpose

The purpose of the textbook adoption policy at Northeastern State University is to support the academic mission of the institution by providing textbooks and course materials to students at affordable prices. This policy is to define the responsibilities of all parties responsible for the textbook ordering process, including bookstore staff, faculty, department chairs, deans and administration.

Textbook prices are influenced by a number of factors. A collaborative effort to adhere to the following guidelines by NSU faculty, administrators and bookstore staff will keep prices low and will allow the bookstore to provide exemplary customer service to our students and faculty/staff clients. This policy also incorporates the provisions of Oklahoma State Statute 70 O.S., which provides additional information covering Instructional Materials and Textbook Adoption Legislation. The purpose of this legislation is to give students enrolled in institutions in The Oklahoma State System of Higher Education more choices for purchasing textbooks and instructional materials.

Textbook Adoption Process

All campuses will follow the same adoption process.

1. The book adoption process takes approximately one month (20 working days) utilizing the guidelines detailed below. The process for summer and fall semesters will begin February 15 and should be complete on or about March 15. The process for winter intercession and spring semester will begin on September 15 and needs to be complete by October 15.
2. The bookstore sends adoption requests including due dates to deans, chairs and faculty. Chairs will distribute textbook requests including due dates to all full-time faculty and select needed adoptions for adjunct faculty. Faculty place orders through the "FacultyEnlight" software program for each semester, based on the ordering dates supplied by the bookstore. Faculty must take note of college requirements for the selection of textbooks, and must not change textbooks after a semester has begun. If faculty teach a course which has multiple sections requiring the same textbook, they can submit one adoption online for multiple sections. The bookstore (through FacultyEnlight) will disclose to faculty and staff the costs to students of purchasing instructional materials, and may disclose publicly how new editions vary from previous editions. Publisher maintained websites have much more information. Faculty are encouraged to contact the bookstore for more information about publisher websites. In addition, the bookstore will disclose retail costs for instructional materials on a per-course basis to faculty and staff and make this information publicly available.

Faculty will be e-mailed a copy of their textbook request for their records through the FacultyEnlight.

The final list will be maintained within the online course schedule by course

3. When texts will be reused, textbook buy-back, and rental return quantities are determined and an initial 'want list' is sent to textbook wholesalers to secure any used texts.
4. The textbook ordering system is updated and the purchasing of any new textbooks required begins.
5. The bookstore will notify respective department chairs and/or college deans and faculty if a current adoption is determined to be obsolete or required book quantities are unavailable. This may occur when there is high national resale demand or new textbooks are out-of-print and adequate quantities cannot be obtained to support class enrollment numbers. During summer months or periods when faculty are not available to assist in providing a replacement text adoption selection(s), the information will be forwarded to the department chair and college dean for timely selection of a replacement text.
6. If there is an anticipated change in the number of textbooks that needed for a class (either more books to handle added sections or less-fewer books due to cancelled classes), it is the responsibility of the department chair and/or college dean to communicate the changing textbook needs to the Bookstore as soon as possible.

Textbook and Course Materials Policy

Faculty and curriculum committees are encouraged to adopt the most appropriate textbook(s) for content and objectives of the course with the following policy guidelines:

1. Use of the same textbook is *strongly encouraged* for all like course sections. This provides a better buyback market for students and less expensive books to students for subsequent classes, as long as the particular adoption is in use. Please have exceptions approved by the Provost/Vice President for Academic Affairs.
2. **College deans may review all textbook adoptions.** Deans and Department Chairs should review all adoptions. **After submission, changes requested by faculty members require approval of the Department Chair or Dean.**
3. Department chairs or deans should determine book adoptions for classes which will be taught by adjunct faculty to ensure textbooks will be available at the beginning of each semester.
4. Late textbook adoptions must be approved by both the college dean and the Vice-President for Academic Affairs.

"Required" versus "Recommended" Textbook Adoptions

The textbook adoption should indicate whether a book is "required" or "recommended". A textbook will be designated as "required" if, (1) the book will be used for a substantial part of the course by all instructors teaching the course sections and (2) if course activities require use of the book or if specific test material is derived from the book. If a textbook is adopted as "required", appropriate quantities of the book will be ordered into the Bookstore. Textbook adoptions that are "recommended" will be ordered at lesser quantities according to historical sales data.

New Adoptions

The faculty will be notified if there is a new edition of the requested textbook. The new edition will be adopted unless the bookstore is otherwise notified. The market for an old edition becomes limited making it difficult to fulfill course needs. Old editions are also rarely available to rent which increases the cost to students.

Custom Publications

Custom publications are texts that are printed or copied and bound by the bookstore. Most custom publications are defined as professor notes given to the bookstore to be copied, bound and packaged with other materials designated by the faculty member. Custom packaged editions should be used for one year: fall to summer. There is no buyback market to the students for custom publications. Appropriate quantities will be produced to meet class enrollment numbers.

Course Reserves

Faculty may supplement textbooks with additional materials placed on reserve at the University Libraries. These may be physical books or other media from the library's collection, media from the faculty member's personal collection, or materials made available electronically for students to read online through the library website. Faculty should contact the librarian specialist for their college for additional information about this service.

Additional Provisions from Oklahoma State ~~State Statute~~ 70 O.S.

Section 3

1. No employee or department at an institution within The Oklahoma State System of Higher Education shall demand or receive any payment, loan, subscription, advance, deposit of money, services or anything, present or promised, as an inducement for requiring students enrolled at the institution to purchase specific textbooks or instructional material required for coursework or instruction. An employee or department of an institution may receive:
 - A. Sample copies of textbooks or instructional materials, instructor copies of textbooks or instructional material, or other instructional material, that are not to be sold by faculty, staff, or bookstores;
 - B. Royalties or other compensation from sales of textbooks or instructional materials that include the writing or work of the employee;
 - C. Honoraria for academic peer review of instructional materials; and
 - D. Training in the use of instructional materials and technologies.

2. No instructional material vendor or bookstore located on campus or bookstores which contract with the institution to provide bookstore services to students shall solicit higher education faculty and staff members for the purpose of selling free review instructional materials that have been provided by a publisher at no charge to the faculty or staff. Bookstores shall not permit book wholesalers conducting buybacks on campus to accept review instructional materials from faculty or staff. No bookstore shall engage in any trade of any instructional material marked as or identified as free review instructional materials.

Revised – July 2013 to be consistent with Barnes and Noble processes and procedures and Higher Education Opportunity Act.

Draft 2017

APPENDIX G

CONFLICT OF INTEREST OR COMMITMENT POLICY

INTRODUCTION:

Employees of Northeastern State University must be aware that outside commitments, obligations, financial interests or other employment may result in a conflict of interest or commitment which could affect the objectivity of the employees' decisions and the effectiveness of their performance.

This policy addresses some of the circumstances in which conflicts of interest or commitment may occur and sets forth principles for identifying potential conflicts and procedures for reviewing and addressing conflicts that occur. This Policy covers ALL University employees.

POLICY STATEMENT:

University employees shall not realize personal gain in any form which would improperly influence the conduct of their University duties. Employees shall not knowingly use University property, funds, position or power for personal or political gain. Employees must notify their supervisor(s) in writing of reasonably foreseeable potential conflicts. Conduct by an employee that violates the University policies may lead to disciplinary action.

DEFINITIONS:

Conflict of interest exists when an employee is in a position to influence any University business transaction, research activity or other decisions in ways that could lead to any manner or form of personal gain for the employee, or for his/her family members, other than salary from Northeastern State University, regardless of source.

Conflict of Commitment is an activity that interferes with an employee's ability to carry out his/her duties effectively. External employment, or self-employment in an employee's profession or specialty, is permitted where there is not a conflict of interest or commitment. Employees on a full-time appointment are compensated for full-time employment and outside or dual employment or other activity, whether compensated or not, that substantially interferes with the performance of an employee's University duties and responsibilities is a conflict of commitment and as such is not permitted.

Employees include all paid members of the University community including faculty, administrators, appointed personnel, classified staff and student employees, whether full-time, part-time or contract employees.

Immediate family, whether by blood or marriage, includes (1) spouse (2) parents, (3) children, (4) siblings, (5) in-laws, (6) any other individuals residing in the same household, or having a relationship with, the person covered by this policy.

Personal gain is defined as an increase in monetary or other tangible resources, promotion or achievement awards or job placement, preferential treatment in the work environment or other advantages to an employee or immediate family member due to a conflict in interest or commitment.

EXAMPLES OF CONFLICT OF INTEREST REQUIRING DISCLOSURE:

- The employee or an immediate family member owns, in whole or part, a business with which the University does or proposes to do business, and the employee is in a decision making role or otherwise in a position to influence the University's business making decisions regarding the business entity.
- Employee or immediate family member holds or assumes an executive, officer or director position in a for-profit or non-for-profit business entity engaged in activities similar to those in which the University engages.
- Employee participates in consultation activities for a business (profit or not-for-profit) which engages in activities similar to those of the University.
- Employee or family member is involved (whether by ownership interest or employment) with a firm supplying goods and services to Northeastern State University.
- Employee or family member is involved with a firm (whether by ownership interest or employment) from whom NSU leases property and/or equipment.
- Holding office, serving on the board, participating in management or being otherwise employed by any third party dealing with Northeastern State.
- Receiving remuneration for services with respect to individual transactions (other than normal

employment) involving Northeastern State.

PROHIBITED ACTIVITIES:

The following activities are prohibited:

- Using University property, facilities, equipment or other resources in any manner that results in personal financial benefit to an employee or member of an employee's immediate family.
- Using University property, facilities, equipment or the employee's position at the University for the purpose of advocating, endorsing, or marketing the sale of any goods or services, other than as part of the employee's University responsibilities.
- Using University stationery or letterhead in connection with outside activities, other than activities having a legitimate relationship to the performance of University business.
- Using the University's name, trademark or trade name for personal business or economic gain to the employee or a member of the employee's immediate family.
- Using any University data or information for personal financial benefit to the employee or a member of the employee's immediate family.
- Using any University employee for any outside activity during normal work time for which he or she is receiving compensation from the University (not applicable when employees are on a paid or unpaid leave).
- Participating in the selection or awarding of a contract between the University and any entity with which an employee is seeking employment or has been offered employment.
- Full time faculty and regular exempt personnel may not be concurrently employed with another employer or running a business without full disclosure to their supervisor and Human Resources.
- Receiving personal gifts or loans from third parties dealing with or competing with Northeastern State University.
- Receipt of any gift, personal or otherwise, valued at more than \$50 unless the employee has a pre-existing family or personal relationship with the giver.

PERMISSIBLE ACTIVITIES:

- Employees may accept honoraria for presentations, commissioned papers, consultation, workshops, occasional lectures, etc. Participation of faculty in scientific or professional association activities, editorial responsibilities, service on scientific or academic review boards or panel, consulting in area of expertise, textbook authorship, and research grants are encouraged provided such activities do not unduly interfere with the time and energy committed by the individuals to their primary responsibilities to the University.
- College of Optometry faculty and other licensed allied health professionals may perform duties that have been approved under faculty practice plans.

REPORTING OF POTENTIAL CONFLICTS

SELF-DISCLOSURE:

Northeastern State University faculty and staff are to disclose potential conflicts of interest and commitment resulting from direct or indirect outside business, financial, employment, or consulting interests which are related to their University employment. It is each person's responsibility to provide this information to the Director of Human Resources for review by the University Affirmative Action/Conflict of Interest Committee.

REPORTING OF POTENTIAL CONFLICT BY OTHERS:

Faculty, staff, or other individuals concerned about possible conflicts of interest or commitment may report such situations to the Affirmative Action/Conflict of Interest Committee. Such reports can be made anonymously and other guarantees can be provided that are consistent with typical protections for "whistle-blowers" provided by other government entities.

REVIEW OF POTENTIAL CONFLICTS OF INTEREST AND COMMITMENT:

If after consultation with the Director of Human Resources, it is determined that a possible violation of this policy has occurred, the matter will be referred to the Affirmative Action/Conflict of Interest Committee.

The subject of the investigation will be notified within 10 business days, unless notification would limit the effectiveness of the investigation. When it is determined that a violation has taken place, a written finding

will be presented to the appropriate Vice President for action. Action will be based on the extent of the violation and the position held. Action will be consistent with the Faculty and Staff Handbooks and other governing body rules and regulations.

RIGHT TO APPEAL:

Either party has the right to appeal determination made due to violation of this policy. The appeal is made by a written request to the President of the University for review of the Vice President's decision and must be made within ten (10) business days of the date of the decision. If an appeal is not delivered to the President within the ten (10) business day period, the case is considered closed. The decision of the President shall be considered final and binding.

CONFLICTS OF INTEREST LAW:

In addition to this policy, the state has imposed laws and rules governing conflicts of interest in state employment. This Policy overlaps with but does not take place of University employees' responsibilities under state or federal law, which in some instances will include additional, and sometimes different, prohibitions, penalties and reporting duties. Federal conflicts of interest laws may also be applicable to those who receive federal grants/contracts or to those employed partly by federal agencies.

It is expected that all employees will abide by all applicable state and federal laws and regulations. There is a clear expectation that employees of the University will honor their employment commitments and will not abuse their positions at NSU by putting outside interests over the interests of the institution in the discharge of their official duties.

FREEDOM OF EXPRESSION AND ACADEMIC FREEDOM:

This policy does not purport to prohibit expressive conduct protected from severe sanctions, punishment, or other undue burdens by the Constitutions of the United States and of Oklahoma. This policy shall not be construed to authorize the University to take adverse action against any employee for consulting or outside professional activities because of the employee's viewpoint, ideology, belief, political opinion, or for any other political motivation.

Draft 2017

APPENDIX H
POTENTIAL CONFLICT of INTEREST SELF DISCLOSURE STATEMENT

NSU faculty and staff are to fully disclose potential conflicts of interest resulting from direct or indirect outside business, financial, employment, or consulting interests which are related to their University employment. It is each person's responsibility to provide this information to the appropriate University official for review. This form may also be used by students and vendors to disclose potential conflicts of interest.

Please complete the following information and submit it to the Director of Human Resource, **116 120** Administration Building.

Name: _____ Department: _____

Campus Address: _____ Campus phone: _____

University title: _____

Do you have Research involved with any of the following:

Human Subjects: yes / no

Animals: yes / no

Please briefly describe the business, financial interest, outside employment, or consulting activities that are raising a potential conflict of interest. Include names, addresses, nature of interest, your role at the University and how it relates to the outside interest, and any other relevant information. Feel free to use additional sheets if necessary or attach additional documentation.



Nature of your Interest (check all that apply)

_____ Consulting/Employment

_____ Director/Officer/Partner/Agent/Manager/Advisor/Board Member position

_____ Receipt of Loan/Gift

_____ Receipt of Honoraria

_____ Receipt of Royalty Revenue/Patent Holder

_____ Research Support

_____ Other (describe)

I attest to the accuracy of these answers and, should circumstances change in the future, I will contact the Director of Human Resources to appropriately update this disclosure statement.

Signature: _____ Date: _____

Print Name _____

I approve this disclosure filing.

Supervisor / Department Chair

Signature: _____ Date: _____

Print Name _____

Divisional Dean / Director

Signature: _____ Date: _____

Print Name _____

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