



NORTHEASTERN
STATE UNIVERSITY




FACULTY HANDBOOK

Tahlequah, Muskogee, & Broken Arrow, Oklahoma

Revised April 2025, Effective July 1, 2025

Faculty Handbook

Approved: 
Rodney Hanley, President

Approved: 
Carla Swearingen, Provost and Vice President for Academic Affairs

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*: (<https://offices.nsuok.edu/humanresources/Resources/>). These policies have not been included in the *Faculty Handbook* due to the fact that they apply to all NSU employees.

The following persons composed the 2025 Faculty Handbook Revision Committee:

- Dr. Vanessa Anton, Dean of the College of Education
- Dr. Renée Cambiano, Professor of Educational Leadership
- Dr. Audell Shelburne, Dean of the College of Liberal Arts
- Dr. Michael Wilds, Professor of Criminal Justice
- Dr. Janet Buzzard, Dean of the College of Business and Technology
- Dr. Jessica Martin, Dean of the Gregg Wadley College of Science and Health Professions
- Dr. Sapna Das Bradoo, Professor of Biology
- Dr. Nathan Lighthizer, Dean of the Oklahoma College of Optometry
- Dr. Earlena McKee, Professor of Optometry
- Dr. Pamela Louderback, Interim Executive Director of Libraries
- Dr. Nathan Green, Faculty Council President
- Dr. Jim Ferrell (chair), Assistant Vice President for Academic Affairs

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1.0 BACKGROUND INFORMATION ON NORTHEASTERN STATE UNIVERSITY

1.1 History

Northeastern State University had its beginning in 1846 when the Cherokee National Council authorized establishment of a National Male Seminary and National Female Seminary to fulfill the stipulation in the Treaty of 1835 between the United States and the Cherokee Nation that public and higher education be provided for the Cherokees. Erection of the buildings for the two seminaries began in 1847 and the Cherokee National Male Seminary opened on May 6, 1851. The Cherokee National Female Seminary opened the following day. With the exception of a period between the end of the fall semester 1856 and the beginning of the fall semester 1871, these institutions were in continuous operation until 1909.

On March 6, 1909, the State Legislature of Oklahoma passed an act providing for the creation and location of Northeastern State Normal School at Tahlequah, Oklahoma, and for the purchase from the Cherokee Tribal Government of the building, land, and equipment of the Cherokee Female Seminary. The educational program of the normal school consisted of four years of high school and two years of college level study.

As previously authorized by an act of the Legislature, the State Board of Education, then the governing board of the college, took action in 1919 to change the normal school to Northeastern State Teachers College and to provide for a four-year curriculum leading to the bachelor's degree. In 1939 the Oklahoma Legislature authorized that the name of the institution be changed to Northeastern State College.

A constitutional amendment adopted in 1941 created The Oklahoma State System of Higher Education, which includes Northeastern State University and all other state-supported institutions of higher education. The Oklahoma State Regents for Higher Education coordinates the system's curriculum and academic programming. NSU's governing board is the Board of Regents of the Regional University System of Oklahoma which oversees all personnel, facilities, and financial matters.

In the 1950s Northeastern emerged as a comprehensive state college, broadening its curriculum at the baccalaureate level to encompass liberal arts subjects and adding a fifth-year program designed to prepare master teachers for elementary and secondary schools. By the early 1970s the functions of the institution had been broadened to include degree programs in liberal arts, business, and selected service areas. The approval of several new certificate and degree programs in non-teaching areas added a significant dimension to the role of Northeastern. In 1974, the Oklahoma Legislature authorized that the name of the institution be changed to Northeastern Oklahoma State University. The Northeastern State University College of Optometry opened in 1979 and made history when its first doctoral graduates received their degree in the spring of 1983.

The official name of the University was changed by act of the Oklahoma Legislature in 1985 to Northeastern State University.

1.2 Mission 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

Building on our Cherokee Nation heritage, Northeastern State University is committed to student success and a sustainable future for our diverse communities (Revised 2023).

1.2.2 Vision Statement

NSU will support our students' success by adapting to a constantly changing, globally competitive environment, by education today's learners to be tomorrow's leaders, and by being responsive to the needs of our stakeholders and the region's workforce (Revised 2023).

1.2.3 Core Values

Our People: We are committed to the growth and success of our students, employees, and community partners.

Our Place: We honor all who came before us and advance a culture grounded in respect, opportunity, and belonging.

Our Purpose: We develop a collaborative environment that cultivates a lifelong pursuit of learning, excellence, creativity, and opportunity.

1.2.4 Strategic Goals

To achieve its Mission and Vision Statements, Northeastern State University has established the following four 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: Educational Partner of Choice

Goal 2: Enhance Workforce Connections

Goal 3: Ensure Student Success

Goal 4: Invest in Employees and Facilities

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 (HLC). 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:

NSU's educator preparation programs at the baccalaureate and master's levels are accredited by the Council for the Accreditation of Educator Preparation (CAEP), <https://caepnet.org>, (1140 19th Street NW, Suite 400, Washington, D.C. 20036-1023, 202-223-0077), and the Oklahoma Office of Educational Quality and Accountability (840 Research Parkway, Suite 455, Oklahoma City, OK 73104, 405-522-5399), www.ok.gov/oega

Art Education, B.A. Ed.

Chemistry (Education), B.S.

Cherokee Education, B.A. Ed.

Early Childhood Education, B.S. Ed.

Elementary Education, B.S. Ed.

English Education, B.A. Ed.

Health & Physical Education, B.S. Ed.

Integrative Biology (Education), B.S.

Library Media and Information Technology,
Certificate

Library Media and Information Technology, M.S.

Mathematics (Education), B.S.

Music (Education), B.M.E

Physics (Education), B.S.

Reading, Certificate

Reading, M. Ed.

School Administration, Certificate

School Administration, M. Ed.

Social Studies (Education), B.A. Ed.

Spanish (Education), B.A. Ed.

Special Education, B.S. Ed.

Northeastern State University's Oklahoma College of Optometry Professional Doctoral Degree (O.D.) Program has full accreditation by the Accreditation Council on Optometric Education (ACOE), 243 N. Lindberg Blvd., St. Louis, MO, 63141, 314-991-4100. <http://www.aoa.org/>

The NSU baccalaureate and master's nursing programs, Nursing, B.S.N. and Nursing, M.S.N., are accredited by the Accreditation Commission for Education in Nursing (ACEN), 3343 Peachtree Road NE, Suite 850, Atlanta, GA 30326, 404-975-5000. www.acenursing.org

The Bachelor of Business Administration and Master of Business Administration programs (including the M.S. in Accounting & Financial Analysis offered through the College of Business and Technology) are accredited by the Accreditation Council for Business Schools and Programs (11520 West 119th Street, Overland Park, KS 66213, 913-339-9356). <http://www.acbsp.org>

Accounting, B.B.A.

Accounting & Financial Analysis, M.S.

Business Administration, B.B.A.

Business Administration, M.B.A.

Finance, B.B.A.

Hospitality & Tourism Management, B.B.A.

Information Systems, B.B.A.

International Business Management, B.B.A.

Management, B.B.A.

Marketing, B.B.A.

The Northeastern State University Didactic Program in Dietetics (Nutritional Science: Dietetics, B.S.) is accredited by the Accreditation Council for Education in Nutrition and Dietetics (ACEND) of the American Dietetic Association, 120 South Riverside Plaza, Suite 2190, Chicago, IL 60606-6995, 312-899-5400 www.eatrightpro.org/acend.

The Bachelor of Social Work (Social Work, B.S.W.) and Master of Social Work (Social Work, M.S.W.) programs are accredited by the Council on Social Work Education, 1701 Duke Street, Suite 200, Alexandria, VA 22314-3457, 703-683-8080. www.cswe.org.

The Master of Science in Speech-Language Pathology is accredited by the Council on Academic Accreditation of the American Speech-Language-Hearing Association, 2200 Research Boulevard #310, Rockville, MD 20850-3289, 800-498-2071 or 301-296-5700. <https://caa.asha.org>

The Bachelor of Arts in Music (Music, B.A.) and Bachelor of Music Education (Music Education, B.M.E.) degrees are accredited by the National Association of Schools of Music located at 11250 Roger Bacon Drive, Suite 21, Reston, VA 20190, 703-437-0700. <http://nasm.arts-accredit.org/>

The Bachelor of Science in Medical Laboratory Science (Medical Laboratory Science, B.S.) program is accredited by the National Accrediting Agency for Clinical Laboratory Sciences, 5600 North River Road, Suite 720, Rosemont, IL 60018, 773-714-8880. <http://www.naaccs.org>.

NSU's chemistry programs are approved by the American Chemical Society, 1155 Sixteenth Street, NW, Washington, DC 20036, 1-800-333-9511 (US and Canada), 614-447-3776 (outside North America). www.acs.org.

The Master of Science in Occupational Therapy (Occupational Therapy, M.S.) program is accredited by the Accreditation Council for Occupational Therapy Education (ACOTE) of the American Occupational Therapy Association (OTA) located at 4720 Montgomery Lane, Suite 200, Bethesda, MD 20814-3449, 301-652-6611. www.acoteonline.org.

The Master of Science in Counseling (Counseling, M.S.) program is accredited by the Council for Accreditation of Counseling and Related Educational Programs, 1001 North Fairfax Street, Suite 510, Alexandria, VA 22314, 703-535-5990 www.cacrep.org.

1.5 University Organization (See Appendix A)

1.5.1 President

The University Presidents are the chief executive officers of their university and are responsible for its internal administration. The Presidents may delegate authority to selected administrators in order to facilitate the management of the universities while still retaining the responsibility and accountability vested in the President (RUSO 1.24.1).

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 and Enrollment Management, 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. 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 curricular issues, and student assessments. The Associate Vice President also collaborates with the Office of Institutional Effectiveness
- 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 Research and Sponsored Programs, and serves as the Research Integrity Officer (RIO) for the university. The Assistant Vice President is also responsible for faculty development, and collaborates with NSU Online and the Center for Faculty Support & Advancement (CFSA) to accomplish faculty development goals.
- c. Executive Director of University Libraries. The Executive Director 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. Executive Director of NSU Online. The Executive Director provides leadership for creating, implementing, strengthening, and sustaining online programs, and digital learning environments. This is done by aligning practices with state and national agency requirements as well as NSU stakeholder needs. The Executive Director also oversees the operations of NSU Online in its mission to support teaching and learning through faculty development, academic technology initiatives, 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 Business Affairs, Physical Plant, Budgets and Accounting, Information Technology, Grants and Contracts, and Human Resources and Payroll.

- a. Assistant Vice President of Business and Finance. The Assistant Vice President of Business and Finance is responsible for leading the business affairs team charged with the operational functions associated with 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, long-range financial planning, capital budget planning, budget administration, and continuous improvement efforts.
- b. Assistant Vice President for Facilities and Grounds. The Assistant Vice President for Facilities and Grounds is responsible for University facilities, grounds, custodial services, utilities, energy conservation, renovation, and capital construction.
- c. Chief Information Officer. The Chief Information Officer supervises the University's information technology infrastructure, instructional technology, and client support and enterprise systems.

- d. Director of Grants and Contracts Administration. The Director of Grants and Contracts Administration is responsible for all post-award activities related to extramural funding.
- e. Director of Human Resources Payroll. The Director of Human Resources Payroll 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. Assistant Director of Digital Platforms and Marketing. The Assistant Director of Digital Platforms and Marketing is responsible for the management of all of the university's digital platforms, including but not limited to, social media, website, and digital signages on and off campus.
- 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 Vice President of Student Affairs and Enrollment Management

The Vice President for Student Affairs & Enrollment Management 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 Engagement 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 Student Support Services, Gear Up, Upward Bound, Scholarships, and Auxiliary Services, including University Housing, The RiverHawk Wellness Center, mail and print services, Barnes & Noble, and Sodexo.

- a. Assistant Vice President for Student Affairs. The Assistant Vice President for Student Affairs is responsible for Student Counseling Services, Student Disability Services, Grant-funded programs such as TRIO Student Support Services, Student Conduct and Development, Outreach and Prevention, Health Services, the Behavioral Intervention Team, Medical/Emergency Withdrawals, Special Admissions, and Division Initiatives.
- b. Assistant Vice President for Enrollment Management. The Assistant Vice President for Enrollment Management is responsible for the offices of Admissions and Recruitment, Career Services, Scholarship, and Student Financial Services.
- c. Assistant Vice President for Auxiliary Services. The Assistant Vice President for Auxiliary Services is responsible for the University Center, Fitness Center, Print and Mail Services, Housing and Residential Life, Conference and Event Services, Motor Pool, ID Services, Sodexo, and Barnes and Noble.

1.7.4 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. Director of Development.
- d. Athletic Director/Intercollegiate Athletics.

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. After revisions have been approved by the Faculty Handbook Committee, feedback on the revised document will be solicited from the Faculty Council, the Faculty Association, Human Resources, and General Counsel. A summary of substantive changes will be made available and the current copy of the *Faculty Handbook* placed 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 February, the President's office sends each division a list of university standing committees. The Office of Academic Affairs then distributes openings to each college, academic unit, and Faculty Council to solicit nominees for open positions. Other units follow a similar process, and the Student Affairs division is responsible for working with Northeastern Student Government Association to identify student representation where appropriate. Lists from each division are compiled and forwarded to the Office of the President. The President makes the final committee appointments which are distributed prior to the end of the spring semester. Charges, meeting minutes, and rosters are kept in the appropriate executive office. NSU Standing Committees are:

Academic Council
Admission Appeals
Affirmative Action
American Democracy Project
Appellate
Civic Engagement
American Indian Heritage
Athletics
Banner Operations
Black Heritage
Budget Oversight (administrative appointment)
Committee
Commencement
Enrollment Correction Committee
Faculty Development
Faculty Research
Financial Aid Appeals
First-year Experience
General Education
Graduate Council
Healthy Campus
Honors and Awards Ceremony

Honors Program Advisory Council
Institutional Animal Care & Use (IACUC)
Institutional Review Board (IRB)
Jones-Mershon Tract
Library
Miss Northeastern
NSU Online
PCI Compliance Committee
Publications Board
Retention Committee
Strategic Planning Committee (President appointment)
Student Conduct Appeals
Student Learning & Assessment
Supplemental Instruction
Teacher Education Council
University Academic Advising
University Curriculum Committee
University Environmental Safety & Sustainability
University Policy Committee (administrative appointment)
University Technology Council

2.1.2 University-wide Committees with Selected/Elected Members

Appellate Committee on the Dismissal of Tenured Faculty Members (see 3.5.5)

Grievance Committee (see 3.6)

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 11.9 for procedures relating to electronic communication.

2.2.2 Minutes

Minutes of College and University committee meetings are circulated to committee members for review and approval. Approved minutes are available in the appropriate executive office.

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 is submitted in June at a date designated by the Office of the Provost/Vice President for Academic Affairs. Information in these reports is used for planning and reporting purposes at the state and national levels throughout the year.

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 Director of Student Engagement or the Vice President for Student Affairs and Enrollment Management 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. 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](#).

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, the 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, sexual orientation, gender identify/expression, marital status, or status as a veteran in any of its policies, practices, or procedures. These protections extend to employment with and admission to NSU, as well as participation in university sponsored programs. This includes, but is not limited to, admissions, employment, financial aid, and educational services (RUSO 5.1).

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 periodically revises 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 ensuring 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 Payroll immediately if they believe that any of these policies have been violated.

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 qualified

women, racial minorities, people with disabilities, and veterans. Women, minorities, individuals 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 downloading from this [link](#). The Faculty Search Guide includes information about recruitment, search plans, advertising, screening committees, interviews, and position offers. For remote or 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. If interviews are conducted on campus and not via video, travel arrangements for out of area applicants must be approved in advance by the hiring manager and dean. Travel must follow state travel rules.

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, the Cornerstone process must be completed. The hiring department will provide Human Resources with the information to complete the offer letter. The candidate must complete all new hire paperwork including the I-9 and Loyalty Oath and provide an original social security card. To complete the search/hiring process, the search committee chair will then disposition remaining applicants. During this process, the hiring department can produce the "Personnel Action Form" (PAF). The PAF must be completed and signed by the dean and the Provost/Vice President for Academic Affairs. The completed PAF shall then be sent to Human Resources for processing with all appropriate signatures and approvals. A new faculty member may not be added to payroll until these documents have been completed and received.

3.1.5 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 Payroll.

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 Payroll 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. After the Board's approval, the successful candidate will be notified by the appropriate Dean and invited to sign a contract.

3.1.6 Highly Qualified Faculty

All faculty, whether full-time, part-time, adjunct, temporary, non-tenure track, or those teaching concurrent course work must have expertise in their content area and meet HLC's minimally qualified faculty requirements. The hiring department is responsible for verifying that candidates recommended for hire are highly qualified for their role and the courses they will teach.

Faculty should possess a minimum of a masters' degree in the discipline or subfield taught. In instances where a faculty member holds a master's degree or higher in a discipline or subfield other than the discipline or subfield taught, the faculty member should have completed a minimum of 18 graduate credit hours in the discipline or subfield. Should a faculty member not meet these requirements, the dean and chair must complete the "Justification of Faculty Qualifications" exception form that documents the academic expertise in the discipline or subfield taught based on tested, justified, and/or equivalent professional experience.

Graduate Faculty must possess a terminal degree in the discipline or subfield that they teach and demonstrate a record of research, scholarly activity, or achievement appropriate for the graduate program. Graduate faculty must be approved by the Dean of the College, the Dean of the Graduate College, and the Graduate Council. Exceptions must be reviewed by the Dean of the Graduate College for consideration.

In cases where individuals are hired as adjuncts to teach concurrent courses in area high schools, these individuals must meet the same requirements as all NSU faculty. High school faculty cannot be designated as teaching assistants. According to a November 2017 statement by HLC, "these teachers may not be enrolled in a graduate program or, if enrolled, may not be working as a teaching assistant for the institution in which they are enrolled and under direct supervision of the institution's faculty, a practice long valued in higher education to sustain and advance the professoriate. Designating such faculty as teaching assistants is an inappropriate model and does not align with the spirit of HLC's guidelines on determining qualified faculty." In most cases, HLC's faculty qualification exception for teaching assistants should not be construed as an acceptable arrangement for dual credit high school teachers.

3.2 Academic Classification and Rank

3.2.1 Faculty Classifications

The faculty is composed of two major groups: the full-time and part-time faculty members (RUSO 3.1).

In most cases, these individuals have an instructional or research relationship to the University, either direct or supervisory.

- a. **Full-time Faculty.** Tenure track (TT) faculty members hold the ranks of assistant, associate, or full professor; instructors may also be considered TT if their contracts specify a basis for entering the promotion process (e.g., completion of a terminal degree). Non-tenure track (NTT) faculty members are primarily referred to as lecturers or instructors but may also include special types of instructors or other appointments. NTT appointments may be on a continuing or temporary (one academic year or less) basis. If temporary, these faculty members may replace the role of a TT faculty position while a search for a permanent replacement is underway (usually for one academic year). Full-time faculty members have instructional and non-instructional duties as assigned by the university. Instructional duties include, but are not limited to, teaching assigned classes, evaluating the students in the classes, and meeting with those students who require assistance in classes. Non-instructional duties include, but are not limited to, conducting research and other scholarly activities, advising 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.a).
- b. **Part-time (Adjunct) Faculty.** Adjunct faculty members typically work with academic departments on a semester-by-semester basis. They represent a significant portion of a university's educational workforce and teach a prescribed number of course sections per semester but typically do not have research and service responsibilities. TT and NTT faculty

members may serve as adjuncts (through overload assignments) but on a limited basis and when qualified adjunct faculty members are difficult to employ. Appointments are limited to specific duties and a specific period of time. Adjunct faculty members are not provided notification of non-reappointment. Part-time faculty members are generally employed only for the purpose of teaching classes. The assigned responsibilities are to provide instruction, evaluate students pertaining to that instruction, and to meet with those students who require assistance in classes (RUSO 3.1.b).

3.2.2 Types of Appointments

Several types of appointments may be made for full-time faculty members, including part-time administrative roles (chairperson, assistant dean, etc.). TT faculty members participate in tenure and promotion processes that may change the nature of their appointment by advancing them to tenured status or to a new rank (assistant, associate, or full professor) (RUSO 3.2).

- a. **Tenured.** A tenured appointment is reserved for those 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 and/or for a post tenure-review process (RUSO 3.2.a).
- b. **Non-Tenured.** A non-tenured appointment refers to any appointment that is not tenured nor on a track toward tenure. This includes, but is not limited to, NTT, temporary, and certain kinds of administrative appointments (RUSO 3.2.b).
1. **Tenure-Track.** A TT appointment is one in which the faculty member may become eligible to receive tenure in accordance with policy. TT appointments are for one (1) year and renewable annually at the option of the university. After receiving tenure, faculty members are generally still reviewed through a post-tenure interview process (RUSO 3.2.b.1).
2. **Non-Tenure Track.** An NTT appointment is one in which the faculty member is appointed as full-time faculty member but is not eligible to participate in tenure or promotion processes. A faculty member on an NTT appointment may be continued annually, at the option of the university. An NTT appointment may be changed to a TT appointment upon written agreement between the university president and the faculty member (RUSO 3.2.b.2).
3. **Temporary.** A temporary appointment is one in which the faculty member is appointed to the faculty for a period of one year or less. Upon termination of the temporary appointment, the position, if continued, will be opened and advertised to be filled again (RUSO 3.2.b.3).
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. Examples include assistant deans, chairpersons, and directors (RUSO 3.2.b.4).
5. **Summer Faculty.** An appointment to the summer faculty is limited to the specific summer for which the appointment is made (RUSO 3.2.b.5).
6. **Graduate/Teaching Assistants.** Graduate assistants are graduate students at the institution who may 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 3.2.b.6).
7. **Joint Appointments.** Appointments between two or more academic units or colleges or universities are encouraged when they are of mutual benefit. However, they (1) must not total more than 1.0 full-time equivalent (FTE) and (2) must be approved by all the units and colleges or universities involved. Such appointments must have the approval of the appropriate administrative officials of all units involved and one academic unit and college shall have primary responsibility for promotion and tenure considerations (RUSO 3.2.b.7).

3.2.3 Academic Rank

Authority to grant academic rank or promotion in academic rank is delegated to the university 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 these policies (RUSO 3.3.a).

The principal academic ranks of the university shall be Professor, Associate Professor, Assistant Professor, Clinical Faculty, and Instructor or Lecturer. The minimum educational qualifications for Professor, Associate Professor, and Assistant Professor shall be an earned doctorate degree awarded by a regionally accredited institution (e.g., Higher Learning Commission or Southern Association of Colleges and Schools) or an equivalent condition for a degree received in another country (RUSO 3.3.b):

- a. **Professor:** 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 3.3.b.1).
- b. **Associate Professor:** 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 3.3.b.2).
- c. **Assistant Professor:** 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 3.3.b.3).
- d. **Clinical Faculty:** The rank of clinical assistant professor may be awarded to individuals who have completed at least a master's degree from a regionally accredited or internationally recognized institution. Clinical faculty are non-tenure track but are eligible for promotion to clinical associate professor according to the retention, tenure, and promotion guidelines for promotion to associate professor set forth by both the *Faculty Handbook* and the department.
- e. **Instructor or Lecturer:** An earned degree awarded by a regionally accredited or internationally recognized institution (RUSO 3.3.b.4). At NSU, instructors are expected to have an earned master's degree.
- f. **Other:** 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 3.3.b.5). At NSU, all title classifications must be approved by the Provost/Vice President for Academic Affairs and the Director of Human Resources.
- g. **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. Two types of graduate faculty status may be conferred: regular (5 years), and temporary (1 year).
- h. **Emeritus Status:** The Board of Regents of 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 the 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. Earned degrees or graduate work should be in a field related to the individual's assignment (RUSO 3.3.d).** The doctoral granting institution must meet the standards of the Carnegie Classification System.

3.2.5 Time in Rank

Faculty members remain at the same rank for a minimum of five (5) years (RUSO 3.3.e). Faculty applying for the next rank are eligible to submit their portfolios during the fall of their fifth year in their current rank. 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.

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 3.3.f).**

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-Tenure Track Faculty

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, and the results of the evaluations 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 3.12). Non-tenure track faculty members are appointed on an annual basis and will receive notification of reappointment or non-reappointment by March 1.

The dean's office will be responsible for issuing the reappointment letter. To be recommended for retention, candidates shall meet departmental, college, and institutional expectations.

a. Retention

Non-tenure track faculty will be guided by the department chair through the retention process. If a non-tenure track clinical assistant professor is planning on applying for promotion to clinical associate professor, the department chair will mentor the faculty member to follow the departmental guidelines for promotion.

The department chair will carefully evaluate whether the candidate meets expectations based upon the applicable criteria, established by the department, and approved by the appropriate dean in consultation with the Provost's Office. The 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 to the candidate concerning ways to meet expectations.

The department chair will meet with the faculty member to review his/her Non-Tenure Track Evaluation Packet and collaborate with the faculty member to develop the faculty member's goals/plans for the upcoming academic year. The department chair will submit a letter to the dean of the college commenting on the faculty member's performance and the department's recommendation for retention.

b. Annual Evaluation Procedure

- The faculty member will submit their Non-Tenure Track Evaluation Packet to the department chair for annual review by the end of business on the Friday after grades are due in the Fall semester.
- The Non-Tenure Track Evaluation Packet will include a reflective narrative, an updated CV, past year goal attainment and goals for the upcoming year as defined by Departmental Guidelines. First-year faculty will not submit a packet but will outline goals for effective classroom teaching, scholarly or creative achievements, and contributions to the university and profession with the department chair.
- The department chair will meet with the faculty member and will provide a written summary of strengths and areas of growth, as well as a recommendation for retention to the dean by February 1.
- The dean will then meet with the faculty member to review the written review from the department chair and provide a written response to the faculty member by March 1.
- The faculty member will receive copies of all reviews. All reviews become part of the faculty member's professional file retained in the dean's office.
- To be recommended for retention, candidates shall demonstrate adequate evidence of progress commensurate with departmental and college expectations. A recommendation for retention shall be made only when the candidate has responded appropriately to previous reviews and has demonstrated satisfactory performance.

c. Non-Reappointment

The Board delegates to the university president or his or her designees the authority to reappoint or not to reappoint non-tenure track faculty members. A non-tenure track 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 cause (RUSO 3.12). Employees receiving such notice are expected to continue their teaching responsibilities to the end of the semester in a professional manner. Grades must be submitted by the day grades are due. 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-Tenure Track Faculty

The termination of employment for cause or suspension of a non-tenure track 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 3.12). The processes followed are found in the *Employment Handbook* section HR 6.4 Disciplinary Actions. The appeals process is located in section HR 6.4.2.

e. Termination for Program Discontinuance or Financial Retrenchment

Employment of a non-tenure track faculty member may be discontinued within an existing contract period based on genuine financial retrenchment, bona fide discontinuance of a program or department, or lack of need of one's services. Non-tenure track faculty members discontinued within an existing contract period based on genuine financial retrenchment, bona fide

discontinuance of a program or department, or lack of need of one's services shall not have greater job protection than tenured faculty (RUSO 3.12).

3.3.2 Evaluation and Review of Tenure-Track Faculty

Unless the faculty member will not be reappointed, the performance of tenure-track faculty members shall be evaluated on or before March 1, each year, by the tenured-faculty mentor, the department chair, and the college dean, and the results of the evaluations shall be placed in the professional file of the tenure track faculty member. The tenure track faculty member shall be given a copy of the evaluations (RUSO 3.12). Tenure track faculty members are appointed on an annual basis and will receive notification of reappointment or non-reappointment by March 1.

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, Tenure, and Promotion.

Tenure-track faculty will select a tenured-faculty mentor with the counsel of the department chair. Tenure-track faculty will be guided by a tenured-faculty mentor and department chair through the retention, tenure, and promotion process during the provisional period (first five years until tenure is granted in a tenure-track position).

The department chair, with input from the tenured-faculty mentor, will carefully evaluate whether the progress of the candidate toward tenure meets expectations. Evaluation will be 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 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 to the candidate concerning ways to meet expectations. All areas will be reviewed each year.

The 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 meet with the faculty member to review their submitted file and to discuss progress toward established goals. In the spring semester of each year of the provisional period, the tenured-faculty mentor will collaborate with the faculty member to develop the faculty member's goals/plans for the upcoming academic year.

b. Annual Evaluation Process

- The annual review shall include a review of the faculty member's current year's professional goals and the next year's professional goals. (Professional goals include the categories of Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the University and Profession.)
- The faculty member will submit their professional portfolio to the tenured-faculty mentor and department chair for annual review by November 1.
- The annual review portfolio will follow the format of the tenure/promotion portfolio guidelines in Appendix C. First-year faculty will prepare an abbreviated portfolio that outlines year one goals in teaching, scholarly or creative achievements, and contributions to the institution/profession.
- The tenured-faculty mentor will provide a written summary of strengths and areas of growth for the faculty member to the department chair by the end of business on the Friday after grades are due in the Fall semester. If the department chair is being reviewed, the faculty mentor will deliver the written summary to the dean.
- The chair will meet with the faculty member to review the portfolio and complete the written, annual evaluation, and recommendation for retention to the dean by February 1.
- The dean will then meet with the faculty member to review the written reviews from the tenured-faculty mentor and the department chair and provide a written response to the faculty member.

- The faculty member will receive copies of all reviews. All reviews become part of the faculty member's file retained in the dean's office.
- To be recommended for retention, faculty members shall demonstrate adequate evidence of making progress toward tenure commensurate with departmental and institutional expectations. A recommendation for retention shall be made only when the candidate has responded appropriately to previous reviews and is clearly on track toward tenure.

Third year review

In the third year of provisional 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 candidate's portfolio submission should cover their entire time at NSU. The review will serve as a mock review for tenure. The tenured-faculty mentor and the department chair carefully evaluate whether the progress of the candidate toward tenure meets the applicable criteria established by the department and university for tenure in compliance with Appendix C. The tenured-faculty mentor's and department chair's evaluations 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. If the department chair is the one in the third-year review, the faculty mentor will work with the dean and discuss progress with the department chair.

c. Non-Reappointment

The Board delegates to the university president or his or her designees the authority to reappoint or not to reappoint tenure-track faculty members. A tenure-track 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 3.12). Employees receiving such notice are expected to continue their teaching responsibilities to the end of the semester in a professional manner. Grades must be submitted by the day grades are due. 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 Tenure-Track Faculty

The termination of employment for cause or suspension of a tenure-track 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 3.12). The processes followed are found in the Employment Handbook section HR 6.4 Disciplinary Actions. The appeals process is located in section HR 6.4.2.

e. Termination for Program Discontinuance or Financial Retrenchment

Employment of a nontenured faculty member may be discontinued within an existing contract period based on genuine financial retrenchment, bona fide discontinuance of a program or department, or lack of need of one's services. Non-tenured faculty members discontinued within an existing contract period based on genuine financial retrenchment, bona fide discontinuance of a program or department, or lack of need of one's services shall not have greater job protection than tenured faculty (RUSO 3.12).

3.3.3 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 3.4.e.2). 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, including the department chair,

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. In the event that the department chair is being reviewed, a senior faculty member will serve as the chair of the Post-Tenure Review committee. In the event the department chair is not tenured and/or not at the rank of the faculty member being reviewed she/he will serve as the non-voting chair of the post-tenure committee.

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 updated curriculum vitae that includes accomplishments for the post-tenure review committee of their progress since the last review in the areas of Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession. The curriculum vitae will be submitted to the department chair by November 1. In the event the department chair is being reviewed, the vita will be submitted to the chair of the post-tenure review committee who is selected in consultation with the dean.
- The post-tenure review committee will determine whether the faculty member meets expectations in Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession via a majority vote. Faculty must meet expectations in all areas in order to receive an adequate review.
- The results of the vote number for, number against, number abstaining, and any recommendations for improvement, will be communicated in writing by the post-tenure review committee chair to the dean by the Friday after grades are due in the Fall semester. All committee members should sign the written communication.
- If the faculty member does not meet expectations in all areas, the post-tenure review committee's recommendations for improvement will be communicated in writing to the faculty member as well as the dean.
- The department chair will write a letter outlining the faculty member's progress since the last review in the areas of Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession. The letter will be submitted to the dean by The Friday after grades are due in the Fall semester. In the event the department chair is being reviewed, the chair of the post-tenure review committee will write and submit the letter.
- The dean will meet with the faculty member, discuss the post-tenure review 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 to the faculty member in the written summary.
- The results of each review will be placed in the professional file of the tenured faculty member and sent to the Provost/Vice President for Academic Affairs by March 1.
- 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 and must be reviewed again within one (1) year in all three areas. The results of each review will be placed in the professional file 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 3.4.e.2).

3.3.4 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 3.3.c).**

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, with the approval of the dean and consistent with university expectations as delineated in Appendix C, to establish clear expectations for promotion. 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. Length of time in rank is not a sufficient reason for promotion.

For the purposes of this policy, “department” refers to an academic unit in which faculty participate as their main assignment.

For formatting details, faculty should refer to the full policy, which is Appendix C of the *Faculty 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.

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.

b. Promotion from Instructor to Assistant Professor

Faculty hired at the rank of instructor who choose to pursue an appropriate (as agreed upon by the faculty member, chair, dean, and Provost) terminal degree and, upon completion of that degree, seek promotion to the rank of assistant professor shall participate in the normal promotion process as described below in (e).

c. 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 during her/his fifth year in rank. As a general rule, tenure-track faculty members shall not be promoted during their provisional 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/or Scholarship of Integration);
- C. Contributions to the Institution and Profession.

d. 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. (Faculty are eligible to submit their portfolios during the fall of their fifth year.) 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 they have 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, and shall have the support of the department, the department chair, the college dean, the Provost, and the University President.

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/or Scholarship of Integration);
- C. Contributions to the Institution and Profession.

e. Procedure

Faculty members requesting a change in rank shall submit a professional portfolio to their department chair for review by October 1.

Applications for promotion shall first be evaluated at the department and the college level. A promotion committee of at least three tenured members will be selected by the faculty member in consultation with the department chair. One of the committee members will be chosen as the committee chair by the faculty member in consultation with the department chair. (The committee chair can be the department chair. In the event that the department chair is the one being considered for promotion, another tenured faculty member will serve as the committee chair.) Committee members can come from outside the program or department. After receiving the review by the promotion committee, the department chair shall forward the professional portfolio, along with the committee's recommendation letter, and their personal recommendation letter to the college dean by November 1. The professional portfolio must be consistent with the format contained within "The Professional Portfolio: Tenure and Promotion Review" in Appendix C, and with the criteria noted in Section 3.3.4.a.

The committee will consider whether 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 the 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.
 - In accordance with these guidelines, performance ratings of “exceeds criteria”, “meets criteria”, or “does not meet criteria” will be specified for each reviewed area, and only a single rating may be used for a given reviewed area.
- Committee reports may include dissenting opinions, or a minority report may also be prepared and included with the majority report. 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.
 - 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 department chair shall make an evaluation of the promotion request based on the documentation provided, and shall forward the documentation and a written assessment, including performance ratings of “exceeds criteria,” “meets criteria,” or “does not meet criteria” for each reviewed area, to the dean by November 1. Should the chair determine that the applicant’s portfolio does not meet the educational and experience 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 The Friday after grades are due in the Fall semester. Should the dean determine that the applicant’s portfolio does not meet the 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 and experience requirements for rank advancement, a written explanation will be given to the applicant and a meeting set with the applicant with the dean 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.

3.3.5 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 3.3.g). 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, tenure-track faculty whose work has satisfied university and department standards of quality and significance in Effective Classroom Teaching, Scholarly or Creative Achievements following the Boyer Model, and Contributions to the Institution and Profession, 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 during the fifth year of a tenure track appointment. Credit toward tenure may be granted at time of appointment and any such credits would reduce the length of the provisional period. Early tenure shall not normally be considered until the candidate has completed at least one full retention review, after which she/he may request consideration for early tenure. If such a request is made, the faculty member shall have the support of the department, the department chair, the college dean, the Provost, and the University President. To receive a favorable recommendation for early tenure, a candidate shall have achieved, before the normal provisional 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.

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.

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 with signed documentation by the senior department faculty member, department chair, and college dean to the Faculty Council and the Provost/Vice President for Academic Affairs by December 15th of even years. The Faculty Council Ad Hoc Faculty Handbook Committee and the Provost/Vice President for Academic Affairs 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 *Faculty Handbook*. Once approved by the Provost's Office, the RTP guidelines will be posted publicly on the Academic Affairs 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.

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 criterion consistent with the mission of the academic unit (RUSO 3.4.c.1). 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 may be 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 3.4.c.2).
- 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 3.4.c.3).
- 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 3.4.c.4).
- e. The Board intends that tenured personnel are reappointed to the faculties of the institutions under its control within existing positions that are continued the next academic 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 compensation (RUSO 3.4.c.5).
- f. The Board recommends that not more than sixty-five percent (65%) of the full-time faculty at a university receive tenure (RUSO 3.4.c.6).

3.4.2 Procedures

- a. Faculty members holding academic rank above the level of instructor or lecturer (assistant professor, associate professor, or professor) shall be in provisional status 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 toward the five (5) year minimum only if approved by the university president. Seven (7) years shall be the maximum provisional 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. If a faculty member is denied tenure and is not reappointed, the university shall notify tenure candidate of the non-renewal date (RUSO 3.4.d.1).
- b. For the purpose of determining provisional employment of faculty members for tenure consideration, sabbatical leave counts as a part of the period of provisional employment, and a leave of absence is not included as part of the provisional period (RUSO 3.4.d.2).
- c. During the provisional period, each non-tenured faculty will receive counsel from a tenured-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 professional file 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 professional file (See section 3.3 Evaluation and Review of Faculty).

- d. Although seven years is the maximum provisional 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 fifth year of a tenure track appointment (excluding temporary employment and years in non-tenure-earning or non-tenure-track positions). By October 1, the candidate will provide to the department chair a completed professional portfolio, showing evidence of meeting expectations in Effective Classroom Teaching, Scholarly or Creative Achievements following the Boyer Model, and Contributions to the Institution and Profession. 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 3.3.4). 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. Committee composition: When a faculty member is to be considered for tenure, the department chair shall call a meeting of the tenured committee members.
 - o 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.
 - o 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.
- g. In certain 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 she/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.
- h. Candidates who declare their preliminary intent to be considered for tenure but fail to submit a professional portfolio by the deadline established for submission of such materials shall be considered as having withdrawn voluntarily from tenure consideration. At any time prior to the final decision of the President, candidates for tenure may withdraw without prejudice from consideration.

Withdrawal of a tenure application does not pause or in any way alter the seven-year maximum provisional period for the attainment of tenure.

i. Process:

- No less than one week prior to the first meeting of the tenured faculty in the department (the tenure committee), 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 all candidates for tenure.
- At the first committee meeting, the department chair shall explain tenure policies and procedures and ensure each committee member has access to each candidate's tenure professional portfolio.
- 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.
- 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).
 - i. 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.
 - ii. 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 (number for, number against, and number abstaining) will be maintained only in the faculty member's tenure file which shall be confidential.
 - iii. The committee chair shall send a memo to the department chair with the results of the vote (number for, number against, and number of abstentions). The department chair shall send the memo to the dean by November 1, and it will be stored in the tenure file in the dean's office. In the event the department chair is being considered for tenure, the committee chair shall send the memo directly to the dean.
- A written recommendation that summarizes strengths and areas needing development, gives ratings of activity in all areas ("exceeds criteria," "meets criteria," or "does not meet criteria") and a formal recommendation regarding tenure shall be produced by the committee and signed by all committee members. The format and process for the report shall follow that outlined for the promotion report (See 3.3.4.e).
 - i. This written recommendation should not include the actual vote count referenced above (number for, number against, and number of abstentions), but simply the summary, ratings, and recommendation for or against tenure (see 3.4.2.h.iii).
 - ii. This written recommendation is delivered to the department chair by the committee chair (most often the department chair is the committee chair). The department chair shall report the committee's recommendation separate from his or her recommendation (which will follow the same format as outlined above for the committee recommendation) to the dean by November 1. In the event the department chair is being considered for tenure, the committee chair will report the committee's recommendation and her/his separate recommendation to the dean. The dean will forward the committee and department chair recommendations as well as the dean's recommendation, to the Provost/Vice President for Academic Affairs (RUSO 3.4.e.1) on or before the Friday after grades

are due in the Fall semester. The dean, department chair, and committee recommendations become part of the faculty member's professional file. **The chief academic officer will report these recommendations as well as his or her recommendation to the president (RUSO 3.4.e.1).**

- j. **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. The faculty member will be notified in writing of the basis for the recommendation to the board (RUSO 3.4.e.1).**
- k. **The office of academic affairs shall retain the entire tenure file, including but not limited to the application, portfolio, and letters of recommendation of every faculty member who applies for tenure (RUSO 3.4.e.3).**
- l. 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.
- m. 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 her/his 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 she/he will be extended an additional one-year provisional contract. In this rare case, the candidate will be reviewed again during the fall semester of the seventh provisional year. A failure to secure a recommendation for tenure during this provisional 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 Provost/Vice President for Academic Affairs.

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 3.5):

- 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. 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
- l. Discontinuance of a program or department
- m. Job abandonment

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 or i (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 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 3.6).

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 3.7).**
- **At the conclusion of the conference the Provost/Vice President for Academic Affairs will make a written recommendation to the President with a copy to the faculty member (RUSO 3.7).**
- 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 3.11).

3.5.4 Dismissal of Tenured Faculty for Program Discontinuance or Financial Retrenchment

A faculty member with tenure whose position is terminated based on

- bona fide lack of need for one's services in the University, or
- necessity for financial retrenchment,
- discontinuance of a program or department

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 3.8).

3.5.5 Appellate Committee on Dismissal of Tenured Faculty Members

A tenured faculty member who receives notice of recommendation of dismissal by the Provost/Vice President of Academic Affairs 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 a final determination (RUSO3.9).

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 (RUSO 3.9).

- Tenured faculty from the colleges shall select candidates for the Appellate Committee. Nominations will be submitted to the Faculty Council President on April 1 of each year. The Provost's office shall provide a list of tenured faculty to the Faculty Council President. 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.
- **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 3.9).**
- 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 Bylaw 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.
- The Faculty Council President shall report the outcome of the election to the Provost/Vice President for Academic Affairs.
- **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 3.9).**
- The incumbent committee shall serve until the completion of any case pending at the time their term of service expires (RUSO 3.9).
- 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 3.9).

3.5.6 Appeal Procedures for Tenured Faculty

- a. After a tenured 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 3.10.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 3.10.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 3.10.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 3.10.d).
- e. The hearing will begin with the Provost/Vice President of Academic Affairs 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 3.10.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 3.10.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 3.10.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. The Board may retain a hearing officer to conduct the review and make recommendations to the Board (RUSO 3.10.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 3.10.i).

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 Bylaws (See Appendix B), will elect two members to serve a term of office (two years) simultaneously with its Faculty Council representatives. 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 Bylaws. 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 3.6.4).

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 *Employment 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 a 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 council 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 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.b).

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 may 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 3.2.b.6).

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 a two (2) week notice.

3.8 Academic Responsibility Statements

Faculty should also consult the *NSU Employment 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 be vested in a manner consistent with Board policy (RUSO 3.4.a.1).
- 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 3.4.a.2).
- 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 3.4.a.3).
- 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 3.4.a.4).
- e. Non-tenured faculty members shall be afforded the same rights of academic freedom as tenured faculty (RUSO 3.12).

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 3.4.b.1).
- 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 3.4.b.2).

- 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. They do not exploit students for private advantage and do acknowledge significant assistance from them. They protect students' academic freedom (RUSO 3.4.b.3).
- 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 3.4.b.4).
- 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 3.4.b.5).
- 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 3.4.b.6).
- 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 3.4.b.7).
- h. Administrators must protect, defend, and promote academic freedom (RUSO 3.4.b.8).

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 (RUSO 5.13). NSU guidelines for intellectual property are available in Appendix D. The full RUSO policy can be viewed at the [Policy Manual](#).

General Statement: 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 therefore.

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, students, 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 this Policy. It is not contemplated that the Patent Policy shall extend to and include questions of copyright ownership (RUSO 5.13.1).

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 university shall be the property of the university; and all rights therein shall be assigned, licensed, or otherwise commercially exploited as directed by the duly authorized officer 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 5.13.2a).

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 5.13.2.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 Act reside with the creator unless he/she has assigned or licenses any of the enumerated rights. Decisions relative to registering of these works with the Copyright Office are left to the individual creator (RUSO 5.13.2.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 5.13.2.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 for purposes of copyright. If copyright ownership is not specified, such rights shall reside in the creator (RUSO 5.13.2.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 work being done (RUSO 5.13.2.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 5.6.2).

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 classes. Non-instructional duties include, but are not limited to, conducting research and other scholarly activities, advising 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.a).

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 3.2.b.5). 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 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 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 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 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 should 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 throughout the week. Faculty with reassigned time from teaching provided through an 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

each semester, s/he will send the schedule to his/her department administrative assistant who will store faculty office hours on the M-drive along with a syllabus for each course taught. 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 bylaws.

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

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 beginning in August through July on the last working day of the month. Faculty hired in January are paid across 7 payments for January through July then their regular monthly salary begins in August.

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. Deposit forms may be viewed online and requested through NSU Web Services, the Payroll office, or the Office of Human Resources. All changes to direct deposit forms should be completed with the Payroll office.

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 if teaching all semester. Overload pay is paid September through December or February through May. Summer overload pay is paid May through July depending upon the teaching schedule. 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 optometrists 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 instructors is made bi-weekly in equal installments across each semester (fall, spring, and summer). For the fall and spring semesters, payment will be made in 8 payments per semester. For the summer semester, 6 payments will be made depending on the start date. 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 UCC, 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.

5.9.3 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 3.5.5).

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

6.0 LEAVES, ABSENCES, AND SABBATICALS

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.

The decision to cancel classes due to severe weather applies to all in-person classes. Asynchronous or online modalities may continue so long as it does not pose a risk to students and with consideration given to extenuating circumstances in which students do not have internet access.

Assignments due during the closure may be delayed, and instructors are expected to communicate with students regarding their expectations for missed or delayed assignments and to clarify any changes in class schedule due to the closure.

The Oklahoma College of Optometry is exempted. If the University is closed, classes may be made available synchronously at the discretion of the faculty at the regular time. The material will also be shared for asynchronous review if students are not able to participate synchronously. No penalty will be given for students who are unable to attend synchronously.

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.

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.

6.1.6 Family Medical Leave Act (FMLA)

NSU supports and complies with the Family Medical Leave Act of 1993 (FMLA), all revisions to the Act and the National Defense Authorization Act which extends benefits to military families. Qualified employees, including qualified faculty are informed of the specific job protections for qualifying events such as personal illness or injury or to care for family members. Notice of rights under FMLA is posted on the campus for employee review. The Act and regulations will prevail for all practices, policies and procedures. Further information can be found in the [Employee Handbook for All Faculty and Employees](#).

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 3.13).

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 3.13).

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 ($\frac{1}{2}$) 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 (RUSO 3.13).

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 (RUSO 3.13).

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 (RUSO 3.13).

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 3.13).

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 (RUSO 3.13):

- 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 with the *NSU Employment Handbook and the Office of Human Resources* 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. 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. The University provides an annually determined amount toward insurance coverage for the employee. The employee has responsibility for any remaining premiums for coverage they elect, any dependent insurance elected and any optional insurance coverage(s) elect. Specific details of University provided insurance plans are available in the.

7.2 Retirement

7.2.1 Oklahoma Teachers' Retirement System (OTRS)

Membership in the Oklahoma Teachers' Retirement System (OTRS) is mandatory for all full-time faculty. Faculty who are age 55 and older, may elect to opt out of OTRS. 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 four months before a planned retirement. Human Resources will guide you through contacting OTRS or you may contact OTRS through their website at: <https://oklahoma.gov/trs.html>.

7.2.2 Supplemental 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 Employment 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 by the appropriate department chair and dean. Official policies regarding travel reimbursement, and forms can be found at [NSU Travel Policy](#).

9.0 CAMPUS SERVICES

Faculty should also consult the *NSU Employment 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 administration building 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.

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

For more information go to [NSU Parking and Traffic Procedures](#).

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.

9.2 University Mail Services

All mail on the Tahlequah campus is received and disbursed by Print 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.

Print 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 Mail Services 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 Allowance Authorization Form](#).

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.

10.1.1 University Advisors

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 Mentors. 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.

10.1.2 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 a College Academic Advisor each semester until they declare their major.
- b. First semester after major declaration. All recently declared students will be required to meet with their College 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 College Academic Advisor to confirm their concentration/minor, assign/introduce their Faculty Mentor, review any departmental requirements and plans of study, and referral to Career Services.
- c. Prior to graduation. All students who have earned 90 or more credit hours (based on the calculation in Degree Works) will have an enrollment hold requiring them to see their College 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 College Academic Advisor and Faculty Mentor.

10.1.3 Faculty Mentor

Upon declaring a major, students will also be paired with a faculty mentor. The faculty mentor will be a content specialist in the area in which a student is studying. The faculty mentor will meet with mentees on a regular basis to help guide students as questions arise concerning the field of study, career opportunities, advanced degrees, etc.

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 the instructor's ability to conduct the class or the ability of other students to participate in the instructional program. 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](#)). 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](#). All such disturbances must be reported to the faculty member's college administration and to Student Affairs. 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 and/or the Behavioral Intervention Team (see link below).

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 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 or by submitting a report to the [Report Concern or Incident](#) webpage.

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. No matter the course delivery method, the syllabus should be posted in the course shell in the learning management system (LMS) for easy access by students. The syllabus shall follow the format provided by Academic Affairs. 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 10.3.2); 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 on the [Academic Affairs webpage](#). Course syllabi for all classes must be filed with the department or dean who will then store the syllabi on the M-drive each semester including summer.

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 10.2.4.b). 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, Student Affairs Vice President (or designee), and Provost/Vice President for Academic Affairs (or designee). After the college dean has signed, the form goes to Student Affairs and finally Academic Affairs. Academic Affairs will distribute the list of students to faculty impacted. Faculty should submit forms at least two weeks prior to the absence to allow for processing time.

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.

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. It is the responsibility of the student to notify faculty ahead of the authorized absence and make arrangements for missed assignments, tests, etc.

A prolonged illness or other emergency may be documented through the [Office of Student Affairs](#). Once documentation of the situation is received, Student Affairs will provide notification of the time missed to each affected faculty member. It is the responsibility of students to make arrangements for any assignments and tests once they are able to do so.

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" or excuse absences related to illness or other emergency, however, notifications will be provided to allow faculty to determine if and to what extent they will work with the student on missed classes and coursework.

Additionally, Student Affairs does not collect/distribute documentation related to short-term illness, 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 the 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.

- a. 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.
- b. Any assignments that are to be turned in during Finals Preparation Week must appear on the syllabus at the beginning of the semester.
- c. 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. Student grades should be recorded in the course gradebook in the learning management system (LMS) no matter the course delivery method. 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 students except in the NSU Oklahoma College of Optometry. 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 in the IT Client Portal.
- 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 the [Records Management](#) webpage. 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 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.

10.3.2 Students with Disabilities

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.

Any student requesting accommodation must contact Student Disability Services and complete the application process. Student Disability Services, HawkReach, Leoser Center, Tahlequah (918) 444.2042; sdstah@nsuok.edu. Coordinator of Educational Access, Broken Arrow Administration Building (918) 449.6139 sdsba@nsuok.edu.

Faculty are expected to make reasonable accommodations for students with qualified disabilities and shall notify students of this policy through the use of the approved course syllabi.

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.

10.3.3 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.

10.3.4 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 Expressive Activities

10.6.1 Demonstrations and/or Orderly Assemblies

Northeastern State University is committed to providing an educational and work environment that is conducive to the personal and professional development of each individual. NSU values civil discourse; the freedoms of expression, petition, and peaceful assembly; and the free exchange of ideas as set forth in the first amendment of the U.S. Constitution. At times individuals may deeply disagree or even find certain ideas offensive, but all members of the NSU community are expected to maintain a climate of mutual respect and civility. Those who choose to observe, listen, or otherwise participate in expressive activities, bear the responsibility of recognizing and honoring the rights of others.

NSU supports the freedom to debate and discuss competing ideas, however conduct that is illegal, disruptive to the normal operations of the university, or that deprive, or attempt to deprive, another of their rights is not permitted. Individuals engaging in disruptive or illegal activity may be subject to disciplinary or legal action.

Additional information is available in the [NSU Campus Expressive Activities Policy](#).

10.6.2 Meetings and/or Events

Space reservations are not required for expressive activities utilizing traditional public forums but are recommended for events or activities that are promoted in advance and/or are expected to draw a crowd of more than 25 people. To reserve space for the purpose of expressive activities, please visit the NSU Homepage and click "[Book event](#)" (located on the footer at the bottom of the page).

Usually, use of the space will be assigned to the person or organization that requests the area first. The person or organization requesting space must be legally able to execute an agreement.

University sponsored events have first priority on the use of campus facilities. University Police may determine the level of security needed to ensure the safety and well-being of participants. The university reserves the right to relocate any assembly so as to ensure that the activity does not interfere with the normal operation of the university or interfere with the rights of others. NSU may maintain and enforce reasonable time, place, and manner restrictions narrowly tailored in service of a significant institutional interest.

10.6.3 Campus Advertising

All printed posters, including signs, flyers, handouts, etc., must have prior approval based on content and viewpoint neutral criteria from the Division of Student Affairs before they are posted on the Tahlequah campus of NSU. Entities wishing to advertise must gain approval in the Department of Student Engagements or in the Auxiliary Services Administration Office. Branch campus deans and/or Directors are responsible for approval on their campuses.

Poster approvals will be valid until the date of the advertised engagement or until the deadline established by the approving office.

Additional information can be found in the [On-Campus Advertising policy](#).

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 University Libraries

The University Libraries support the curriculum and provide information resources and services to faculty and students. Services include ordering materials, reference service, document delivery, and providing classroom instruction in information literacy and research. Each academic unit is assigned a resource coordinator.

Faculty may check out circulating books for a full semester and periodicals for one week. The Libraries offer free InterLibrary loan services to faculty.

11.2 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.

11.3 Printing

On campus printing services are provided by NSU in the basement of the University Center. NSU Print and Mail Services accepts all major credit cards and allows departmental billing for payment. Quotes can also be provided on a wide variety of printing jobs.

11.4 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).

11.5 Career Services

Career Services welcomes partnership opportunities within the classroom and other academic endeavors to support students through their career journeys. 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. These partnerships can be tailored by program and industry individual needs. For a list of resources visit [Faculty & Staff Resources](#). Want career content created for you to directly embed into your LMS courses? Join our Career Services Blackboard organization page [here](#).

In addition to classroom support, Career Services loves to celebrate graduates from your programs. Through our Graduation Outcomes Survey conducted semesterly, Career Services is able to showcase the amazing things NSU graduates are accomplishing. A synopsis of the survey and ways to help gather student responses can be found at www.hireNSUgrads.com.

11.6 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:

- a. Residual **ACT** – Measures academic readiness and is used for admission to NSU (undergraduate);
- b. **Advanced Standing/Departmental Exams** - Awards credit for knowledge or skill acquired outside of the classroom;

- c. **CLEP** - College Level Examination Program offers the opportunity to earn college credit by exam;
- d. **Placement Exams** – Freshman level placement exams in Math, Reading and English;
- e. **Miller Analogy Test** - High-level mental ability test requiring the solution of problems stated as analogies (used for admission to graduate programs);
- f. **Proficiency Exams** – Allows students to meet University computer and English proficiency requirements;
- g. TOEFL – Entrance exam required by international students seeking admission to NSU.

11.7 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](#), with policies, applications, and instructions, must be consulted prior to conducting any human subject research affiliated with NSU.

b. Research with Animals

1. 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 on the Tahlequah campus 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.

2. Broken Arrow Animal Facility

The Broken Arrow Animal Facility, administered through the [Office of Academic Affairs](#), supports development of new investigations and procedures involving murine models. The Broken Arrow Animal Facility supports anatomy, physiology, and behavior teaching or research experiences. Live mice used in a Northeastern-sponsored activity on the Broken Arrow campus 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 Broken Arrow Animal Facility 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, vertebrate animals. The IACUC is required to monitor the use of animals in teaching activities as specified by federal regulations, review all proposed research projects, and evaluate institutional facilities used in the housing of vertebrate animals. Approval from the IACUC must be obtained prior to beginning any research on vertebrate animals and the IACUC has the responsibility to monitor the use of vertebrate 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 IACUC can be found the [Office of Academic Affairs](#). 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 (RASP). RASP assists the faculty Principal Investigators (PI) in the preparation and submission of a grant, contract, or cooperative agreement proposal. All NSU and foundational grant proposals, contracts, and agreements related to sponsored projects/programs must be processed through the Office of Research and Sponsored Programs. After discussing viability of the proposal and sponsor, the PI must submit the final proposal draft to RASP's Proposal Development Specialist to conduct a proposal review at least ten (10) business days prior to the required submission date by funding sponsor. Upon completion of the final proposal, RASP will complete an NSU Routing Form and Matching Funds Form (when applicable). The PI and appropriate Dean or Vice President must sign the routing form to begin the routing process. The final proposal will then be reviewed by the Office of Grants and Contracts and all appropriate institutional officials. For a more complete description of RASP and Grants and Contracts, please visit their [office page](#) for current policies and procedures related to externally funded and foundation grants.

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 on the [Faculty Development webpage](#).

g. NSU Online

NSU Online strives to foster a culture of excellence. NSU Online offers professional development workshops focusing on Research, Scholarship, Service Learning, Immersive Learning, Technology Innovations, and Open Educational Resources. NSU Online offers partnerships in scholarly endeavors, course development resources, monetary awards, and fellowship opportunities. Service is the essence of what NSU Online does.

h. Center for Faculty Support & Advancement (CFSA)

The Center for Faculty Support & Advancement (CFSA) serves faculty by working across all colleges, campuses, and other key areas at NSU to identify areas for faculty development and to disseminate best practices across the University. The CFSA acts to coordinate and amplify existing efforts across the University to promote excellence in teaching, scholarship, and the professional development of faculty and staff of all backgrounds and disciplines throughout their career. Find additional information at the [CFSA webpage](#).

11.8 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 University Curriculum Committee (UCC) 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.*"

11.9 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 on the [Information Technology Services Client Portal webpage](#).

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.

11.10 University Motor Pool

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

11.11 Faculty Use of Buildings, Equipment, and Supplies

11.11.1 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.

11.11.2 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.

11.11.3 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.

11.11.4 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.

11.11.5 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.

11.11.6 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.

11.11.7 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.

11.12 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.

11.12.1 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.

11.12.2 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.

11.12.3 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.

11.13 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.

11.14 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.

11.15 Maintenance

11.15.1 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.

11.15.2 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.

11.15.3 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.

11.16 Emergencies

NSU has an EMERGENCY OPERATIONS PLAN which contains procedures to protect lives and property through effective use of University resources. 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 an emergency should contact that office. In addition, each building has a building coordinator who should be contacted in the event of an emergency.

11.16.1 Building Coordinators

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.

11.16.2 Emergency Telephone Messages

University Police can be reached by calling extension 2468 or (918) 444.2468 or by calling 911.

11.16.3 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.

11.16.4 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 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.

11.17 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.

APPENDICES

APPENDIX A: NORTHEASTERN STATE UNIVERSITY ORGANIZATIONAL CHART

Click “Organizational Chart” under Quick Links to view the current NSU Organization Chart

<https://policies.nsuok.edu/>

- **Regional University System of Oklahoma (RUSO)**
 - **NSU President Dr. Rodney Hanley**
 - **Vice President Administration & Finance: Christy Landsaw**
 - Assistant Vice President Facilities & Grounds: Harold McMillen
 - Assistant Vice President for Business and Finance: Tonya Massey
 - Chief Information Officer: Dr. Richard Reif
 - Director of Human Resources & Payroll: Jean Logue
 - Director of Budgets & Accounting: Tonya Massey
 - Director of Grants & Contracts: Tina Medlock
 - **Vice President Student Affairs & Enrollment Management: Dr. Jerriid Freeman**
 - Assistant Vice President Student Affairs/Dean of Students: Dr. Sheila Self
 - Assistant Vice President for Enrollment Management: Dr. Kelly Jo Larsen
 - Assistant Vice President Auxiliary Services: Chris Adney
 - Director of Student Engagement: Dr. Kendra Haggard
 - Title IX & Compliance Coordinator: Jamie Hall
 - **Provost/Vice President Academic Affairs: Dr. Carla Swearingen**
 - Associate Vice President Academic Affairs: Dr. Cari Keller
 - Assistant Vice President Academic Affairs: Dr. Jim Ferrell
 - *Academic Colleges*
 - Dean College of Business & Technology: Dr. Janet Buzzard
 - Dean College of Education: Dr. Vanessa Anton
 - Dean College of Liberal Arts: Dr. Audell Shelburne
 - Dean Gregg Wadley College of Science and Health Professions: Dr. Jessica Martin
 - Dean Graduate College: Dr. Iain Anderson
 - Dean Oklahoma College of Optometry: Dr. Nathan Lighthizer
 - Dean College of Extended Learning: Dr. Eloy Chavez
 - *Other Academic Departments*
 - BA Director of Operations & Community Relations: Dr. Eruore Hopkins
 - Dean Muskogee Campus: Dr. Sydney Dorrough
 - Executive Director International Programs: Xuan Li
 - Executive Director Institutional Effectiveness: Richard Hoenes
 - Interim Executive Director Libraries: Dr. Pamela Louderback
 - Registrar: Amy Dunn
 - Director Center for Tribal Studies: Elizabeth Bird
 - Executive Director Advising: Chelsea Wiard Pappas
 - Executive Director NSU Online & CTL: Jerol Skinner

- Director Research & Sponsored Programs: Dr. Jessica Secratt
- **Vice President University Relations: Dr. Dan Mabery**
 - Director Communications & Marketing: Jennifer Zehnder
 - Assistant Director Digital Platforms: Brian Manley
- **Other Executive**
 - General Counsel: Dr. Taylor Riley
 - Director Public Safety: James Bell
 - Director Development: Dr. Peggy Glenn
 - Director Intercollegiate Athletics: John Sisemore

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 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 bylaws 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 July 1. 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 ten 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 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 standing committees as outlined in Bylaw 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 Bylaws

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 bylaws as are necessary for the orderly administration of the intent and duties of the above constitution. Bylaws 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 bylaws.

SECTION 4. Amendments and Bylaws to the Faculty Association Constitution

4.1 Bylaw 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 Gregg Wadley 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 Bylaw 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 Gregg Wadley 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 Bylaw 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: 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 Bylaw 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 Bylaw 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 Bylaw 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 Bylaw 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 Bylaw 8

Members of the NSU Faculty Council shall hereafter be referred to as delegates. Each college and the Library will automatically have two 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. Each academic unit is able to elect additional Faculty Council delegates according to the number of full time faculty members working in that unit as follows:

Number of Full-time Faculty	Maximum Number of Delegates
1-15	2
16-45	3
46-75	4
76-105	5

Furthermore, the Muskogee and Broken Arrow campuses will each vote on one delegate to represent their respective campuses on the Faculty Council. Such a person must have the majority of their workload at the site represented and will serve regardless of his or her college or library affiliation. These delegates will be elected by a 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 bylaws to this Constitution those eligible for representation on the Council and in what years each entity shall select its Faculty Council delegates. [Adopted by Council, November 15, 2022]

4.9 Bylaw 9

The terms of all officers shall commence July 1 following the April election in odd-numbered years. [Adopted by Council, April 8, 2005]

4.10 Bylaw 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 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 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 Bylaw 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 Bylaw 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]

4.13 Bylaw 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; Bylaws revised and/or added at dates shown in Section 4.

APPENDIX C: THE PROFESSIONAL PORTFOLIO TENURE AND PROMOTION REVIEW

Objective evaluation of the quality and significance of Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession are the cornerstones of NSU's Retention, Tenure & Promotion (RTP) process. Reliability and regular communication/clarification of the RTP process will continue to ensure its validity. In order to ensure consistency, all mentors and reviewers of faculty RTP processes will engage in annual professional development sessions delivered by Academic Affairs and Faculty Council 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 will prepare a professional 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. Professional portfolios may be submitted in a digital format. The file size should be limited to 400 pages of paper. Links to a file or web page are not an acceptable form for submission. 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 Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession. The narrative unites all sections of the portfolio and ties achievements to NSU's mission, vision, and values. The narrative should 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):
 - i. Effective Classroom Teaching
 - ii. Scholarly or Creative Achievement (Boyer's Areas of Scholarship - Discovery, Integration, Application, and/or Teaching)
 - iii. Contributions to the Institution and Profession (Service to the Institution, Profession, and/or the community)
 - iv. Performance of Non-teaching Semi-administrative or Administrative Duties (if applicable)
- D. All applicable relevant letters of review evaluation (tenured-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 will consist of representative samples of the candidate's best work, not an exhaustive compilation of materials. Documentation within Effective Classroom Teaching, Scholarly or Creative Achievements, and Contributions to the Institution and Profession sections will focus on the quality and significance of the activity, using an appropriate combination of narrative and illustrative materials. It will focus on documenting the activities of the individual faculty in Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession rather than on documenting the results of a project or a program. Similarly, in documenting collaborative work, faculty will 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 400 pages. Material not fitting within these parameters 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, and/or 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; Effective Classroom Teaching, Scholarly or Creative Achievement, and Contributions to the Institution and Profession. 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 found in the departmental guidelines. Promotion to Full Professor is reserved for those who have demonstrated comprehensive or specific excellence in Effective Classroom Teaching, Scholarly or Creative Achievements, and Contributions to the Institution and Profession. NSU requires each program and or department to 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, will apply.

Northeastern State University is committed to the advancement of knowledge through Effective Classroom Teaching, Scholarly or Creative Achievements, and Contributions to the Institution and Profession 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 Effective Classroom Teaching, Scholarly or Creative Achievements, and Contributions 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. 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, tenured-faculty mentors, chairs, deans, and provost should consider when evaluating a candidate's performance.

1. EFFECTIVE CLASSROOM TEACHING

Holistically, effective classroom teaching leads to student learning and is achieved through knowledge of content, effective communication, quality of instruction, a supporting teaching climate, and classroom management. However, for retention, tenure, and promotion (RTP) portfolios, measuring effective classroom teaching is defined as curriculum (content we teach) and pedagogy (the way we teach). The primary evidence of effective classroom teaching should come from the assessment of learning outcomes/learning gains exhibited by students.

Evidence shall consist of representative samples of the candidate's best work, not an exhaustive compilation of materials. 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

Evidence of the Curriculum Elements of effective classroom teaching may include but is not limited to:

- Assessment of Student Learning Outcomes (SLOs)
 - Evidence based curriculum changes
- Courses Taught (i.e., number of students in courses, delivery method, etc.)
- Formative and Summative Assessments
 - Creation of assessments
 - Implementation of assessments
 - Interpretation of and reflection on assessments
- Evaluation (Peer, Course, Chair, Mentor)
 - Evaluation can fall under curriculum and/or pedagogical evidence based on the content provided and the rationale can be shown in the Comprehensive Reflective Narrative (Appendix C.B).
 - Course evaluations can include a representative sample of quantitative and/or qualitative data
 - Additional student feedback can be included in this section
- Content Development
 - New course development
 - Workshop development
 - Seminar development
 - Webinar development
 - Curriculum revisions and updates
 - Incorporating conferences, current research, etc.
- Program Curriculum (i.e., program modification)
- Student Advising
- Applied Learning Activities (i.e., immersive, experiential, field-based, etc.)
- Other (as appropriate to the discipline, department, or college).

Evidence of the Pedagogical Elements of effective classroom teaching may include but is not limited to:

- Presentation of Information
 - Presentation (i.e., lab, lecture, studio, other venues, etc.)
 - Delivery (i.e., synchronous, asynchronous, etc.)
 - Time frame (i.e., 4-week, 8-week, 16-week, etc.)
 - Format (i.e., online, blended, arranged, traditional, etc.)
- Evaluation (Peer, Course, Chair, Mentor)
 - Evaluation can fall under curriculum and/or pedagogical evidence based on the content provided and the rationale can be shown in the Comprehensive Reflective Narrative (Appendix C.B).
 - Course evaluations can include a representative sample of quantitative and/or qualitative data
 - Additional student feedback can be included in this section
- Content Delivery
 - Utilizing innovative curriculum
 - Active pedagogy (i.e., flipped classroom, cooperative groups, peer teaching, etc.)
 - Co-teaching
- Student Mentoring (i.e., career development, conference attendance/presentations, meetings, etc.)

- Directing Student Projects (i.e., research, thesis, capstone, comprehensive exams, internships, service-learning, honors, senior showcase, etc.)
- Other (as appropriate to the discipline, department, or college).

2. SCHOLARLY ACTIVITIES

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

Clarifications of objective evaluation of the quality and significance of Scholarly or Creative Achievements in Boyer's Areas of Scholarship is critical to NSU's RTP process.

- NSU is a Masters extensive regional university. Therefore, the quantity and types of Scholarly or Creative Achievements produced by NSU will, by definition, be commensurate with its Carnegie class designation.
- Time in rank alone is not considered acceptable for retention, tenure or promotion. Documentable activities must accompany any portfolio for retention, promotion and tenure.
- 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.
- Colleges will vary in proportion of Scholarly or Creative Achievements types utilized for evaluation.
- 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 count as Scholarship.
- Faculty are encouraged to consult predatory scholarly lists such as [Beall's List](#) to avoid publishing work that will not be peer reviewed.

Clarifications regarding NSU and the Boyer Model:

- Faculty are not required to demonstrate scholarship in all four Boyer Categories. 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.
- Scholarly or Creative Achievements, especially among certain disciplines, is difficult to review.
- 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), Scholarly or Creative Achievements 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 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 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. 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 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 Scholarship of Application use their academic training, scholarship and experience to serve the public and contribute to NSU's mission, vision, and values. Scholarship of 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, Scholarship of 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 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.

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.

- 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:

- Articles published in refereed journals.
- Chapters published in scholarly books.
- Encyclopedia entries.
- Scholarly books written or edited.
- Monographs published.
- Papers presented at professional meetings.
- Posters presented at professional meetings
- Sessions chaired at professional meetings.
- Panel participation at professional meetings.
- Papers reviewed for professional meetings.
- Book reviews.
- Textbooks published.

- Study guides published.
- Test banks published.
- Educational research.
- DVDs, YouTube submissions, and videos published.
- Poetry published.
- Short stories published.
- Works of art created.
- Music composed.
- Public presentations of scholarship.
- Judge of student papers and presentations.
- Radio and television presentations.
- Editor of or referee for peer-reviewed journals.
- Grants proposals submitted.
- Grants funded

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

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
 - i. Governance, such as involvement in program or departmental administration; active service or leadership on committees, task forces, councils, search committees, and Faculty Council.
 - ii. Mentoring and advising new faculty; sharing expertise, such as conducting workshops for other faculty; organizing colloquia and seminars;
 - iii. Serving as a faculty mentor for students; advising students; supervising student activities or student groups.
 - iv. Development/advancement, such as participation in student recruitment; participation in fundraising; public relations and marketing of programs; retention activities that strengthen a program or program enrollment.
 - v. Other (to be added by the college or department).
- b. Service to the discipline/profession
 - i. 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.
 - ii. 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.
 - iii. Sharing expertise, such as serving on an accrediting team; writing questions for licensure or certification exams; participating in a program review for a university.
 - iv. 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)
 - i. 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.
 - ii. Facilitating or improving organizational development in the community.

- iii. Providing services to support or enhance economic development in the region.
- iv. Providing clinical services related to physical health, mental health, and wellness.
- v. Providing consulting services or technical assistance.
- vi. 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.
- vii. Serving on boards, committees, commissions utilizing one's disciplinary expertise.
- viii. Providing public writing services, including grant proposals and grant awards for an organization or community.
- ix. 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:

- Creation of multidisciplinary courses and programs.
- Regional work integrated into programmatic design.
- Facilitation of cross-campus activities and experiences.
- Delivery of professional expertise to colleagues across campus.
- Service on university-wide task forces, work groups, and committees.
- Regional development.
- Service learning involvement.
- Engagement in Making Place Matter activities.
- Supervision of field activities.
- Committee assignments. (State duties and positions held.)
- Involvement in Faculty Council, task forces, etc. (State duties and positions held.)
- Assessment duties (Including but not limited to program review, prioritization, strategic planning, etc.).
- Professional organizations. (Membership, offices held, duties, etc.)
- Community involvement. (Explain value to the community and the university.)
- Consulting.
- Administrative positions held.
- Duties and time devoted to administrative duties.
- Number of persons supervised.
- Evidence of effective advising.
- Number of advisees.
- Time devoted to advising.
- Media employed in advising.
- Innovative advising approaches.
- Methods employed accommodating student diversity.
- Reports, recommendations, or other written documents generated by the activity.
- Letters from chairs or colleagues (including external professional colleagues) with whom faculty worked.
- Other written records that document the faculty member's quantity and quality of service.
- Letters from community partners or those who benefited from the outreach activity.
- Letters from external agencies or organizations attesting to the quality and value of the work.
- Completed evaluation forms from those who participated in the activity.
- 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 Professoriate*, The Carnegie Foundation for the Advancement of Teaching & Glassick, C., Huber, M & Maeroff, G. (1997). *Scholarship Assessed: Evaluation of the Professoriate*, Jossey-Bass.

(Adopted by Faculty Council April 25, 2017).

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 retains 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, July 2019, April 2025)

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 and program chairs/coordinators 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 reaffirm, 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 reaffirm 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 reappointed. 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: Regular faculty and the chair are 1.0 FTE (12 hrs being full load)
 - i. Regular faculty with split assignments figure % based on 12 hours (e.g. 6 hrs= .50 FTE).
 - ii. 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 assignments 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 above.

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, 7/2019, and 4/2025). This revision is based on the "Administrative Responsibilities" document prepared by the Chair Council. Chairs may seek assistance from a designee they choose in consultation with the dean to fulfill any responsibilities.

A. FACULTY SUPERVISION AND DEVELOPMENT

1. Faculty Employment
 - Assist the dean in screening, interviewing, selecting, and employing full-time and part time 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 faculty mentors.

5. Faculty Administration

- Communicate University policy/procedures, including those in the *Faculty Handbook*.
- Process appropriate paperwork (e.g., grade changes, faculty absences, the use of the most current syllabus template by all faculty including adjuncts, 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. STUDENT ADVISING

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

C. 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. Monitor 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.

D. COURSE REVIEWS

1. Conduct a review of online courses according to NSU Online Policy.
2. Conduct a review of face-to-face courses at least once every three years for any faculty who teach face-to-face.

E. ASSIST PROGRAM CHAIRS/COORDINATORS AS NEEDED IN THE FOLLOWING AREAS

1. Class scheduling
2. Curriculum development
3. Assessment (i.e., program assessments and reviews)
4. Development within the discipline

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 the 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 needed for a class (either more books to handle added sections or 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. 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.

Additional Provisions from Oklahoma 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.

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.

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, 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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