FACULTY HANDBOOK



CAMERON UNIVERSITY

June 2026

PREFACE

An essential component in the foundation of a university is its faculty. For faculty members to fulfill their roles by contributing to the mission of the institution, they must know their responsibilities, privileges, and rights. This Faculty Handbook is a reference for general information about many of these responsibilities, privileges, and rights. Any use of grammatical gender references shall be interpreted as applying equally to males and females.

The Board of Regents of the University of Oklahoma values faculty input pertaining to the development of policies affecting faculty status and encourages the institutional administration to provide adequate opportunity for faculty input on such matters prior to presenting recommendations to the Board of Regents.

In discharging its duties and responsibilities, occasions may arise when the collective judgment of the Board of Regents requires the Board to act independently in the development and implementation of policies and procedures. In approving the Faculty Handbook for Cameron University, the Board of Regents is not waiving or restricting its lawful power, duty, and responsibility to act at any future time upon its own will and judgment independent of any other source or party to establish policies, regulations, and procedures and to implement other decisions of the Board. In such instances, affected personnel will be informed through the official public record where such actions were approved, and the institutional administration is encouraged to take appropriate steps to help ensure that affected personnel are informed.

The Faculty Handbook is a summary of information concerning Cameron University and its policies, regulations, organization, and benefits. The information included in this Handbook is current at the time of publication, but the policies and regulations may be changed from time to time by action of the appropriate segments of the University. As policy changes are made, they will be announced in University publications and distributed to the faculty. Employees are responsible for verifying that any policies to which they refer are the current policies. Up-to-date and complete information may be obtained from the offices of the Vice President for Academic Affairs (VPAA) and the Human Resources Office.

Cameron University, in compliance with all applicable federal and state laws and regulations does not discriminate on the basis of race, color, national origin, sex, sexual orientation, genetic information, gender identity/expression, age (40 or older), religion, political beliefs, disability, or status as a veteran in any of its policies, practices, or procedures. This includes, but is not limited to: admissions, employment, housing, financial aid, and education services. Inquiries regarding non-discrimination policies may be directed to: Cameron University Equal Opportunity Officer and Title IX Coordinator, 580.581.6712, eo-tix@cameron.edu. Accommodations on the basis of disability are available by contacting the Office of Student Development, 580.581.2209, student_development@cameron.edu. This publication is issued by Cameron University as authorized by the Office of Academic Affairs. Copies have not been printed but are available through the agency website.

EQUAL OPPORTUNITY POLICY

The University, in compliance with all applicable federal and state laws and regulations does not discriminate on the basis of race, color, national origin, sex, sexual orientation, genetic information, gender identity/expression, age (40 or older), religion, political beliefs, disability, or status as a veteran in any of its policies, practices, or procedures. This includes, but is not limited to: admissions, employment, housing, financial aid, and education services.

This notice is provided as required by Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, the Age Discrimination Act of 1975, and the Americans with Disabilities Act of 1990. Questions, complaints, or requests for additional information regarding these laws may be forwarded to Cameron University Equal Opportunity Officer and Title IX Coordinator, 580.581.6712, eo-tix@cameron.edu.

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SECTION 1

INTRODUCTION

1.1 HISTORY OF CAMERON UNIVERSITY

The evolution of Cameron University closely parallels the history of the area it serves in Southwest Oklahoma. It was founded by the Oklahoma Legislature in 1908 as the Cameron State School of Agriculture, one of six agricultural high schools in the state and placed under the jurisdiction of the State Commission of Agriculture and Industrial Education. The institution was named for E. D. Cameron, the first State Superintendent of Schools.

Cameron added junior college work in 1927 when local needs demanded access to higher education. With the changed function came the name Cameron State Agricultural College. It became solely a college in 1941 when the Oklahoma State System of Higher Education was formed and Cameron joined a group of institutions governed by the Board of Regents for Oklahoma A & M Colleges.

Baccalaureate degrees were authorized in 1966 by the Oklahoma State Regents for Higher Education, following action by the Legislature. In May 1970, the first bachelor's degrees were awarded. The institution's name was changed to Cameron College in 1971 and was further amended to Cameron University in 1974.

In 1988, the Oklahoma State Regents for Higher Education expanded Cameron's functions to include offerings at the master's degree level. This change in function was the first granted to an Oklahoma institution since Cameron was given authority to offer bachelor's degrees more than 20 years earlier. The first master's degrees were awarded in May 1990.

In recognition that Cameron's mission had become significantly more complex and predominantly urban, in June 1992, governance of the university was transferred by the Oklahoma Legislature to The Board of Regents of the University of Oklahoma. With the transfer of governance came new affiliations between Cameron and the University of Oklahoma, which have broadened and strengthened academic offerings by both institutions.

1.2 TYPE OF INSTITUTION

Cameron University is a state-supported, regional institution which is assigned Southwest Oklahoma as its primary service area. Oklahoma regional university functions are defined by the Oklahoma State Regents for Higher Education as (1) both lower-division and upper-division undergraduate study in several fields leading to the associate degree and the bachelor's degree; (2) a limited number of programs leading toward the first-professional degree when appropriate to the institution's strengths and the needs of the state; (3) graduate study below the doctoral degree level, primarily in teacher education, business, and behavioral science; (4) extension and public service responsibilities in the geographic regions in which they are located; (5) responsibility for institutional and applied research in those areas related closely to their program assignments; and (6) responsibility for regional programs of economic development. In addition, Cameron is assigned to provide programs of instruction for military personnel, including those stationed at Ft. Sill and at other military installations in the region.

1.3 CAMERON UNIVERSITY MISSION STATEMENT

Cameron University provides a diverse and dynamic student body access to quality educational opportunities; fosters a student-centered academic environment that combines innovative classroom teaching with experiential learning; prepares students for professional success, responsible citizenship, life-long learning, and meaningful contributions to a rapidly changing world; and is a driving force in the cultural life and economic development of the region.

Core Values

Cameron University values:

- Student learning as our top priority
- Excellence in teaching, scholarship, service, and mentoring:
    - Investing in people: The growth and development of our students, faculty and staff in a learning environment based on integrity, respect, and ethical behavior that encourages and provides opportunities for professional improvement
- Leadership in our community and region that emphasizes:
    - Stimulating economic development
    - Forming partnerships and collaborative relationships
    - Providing cultural and social development
    - Serving the community and region by sharing our expertise
- Shared governance that includes:
    - Emphasizing teamwork
    - Facilitating open and effective communication
    - Providing opportunities for active participation by all constituencies
- Diversity among our students, faculty, and staff as demonstrated by:
    - Providing access to educational and teaching opportunities for all constituents
    - Promoting tolerance through a free and open exchange of ideas
- Responsible stewardship of public and private resources, the public trust, and Cameron's future that includes:
    - Focusing resources to achieve optimal student learning
    - Increasing student access to quality higher education
    - Establishing a reliable stream of public and private revenue
    - Holding administrative costs to a minimum
    - Enhancing alumni involvement
    - Providing accountability in key areas such as student learning and management of resources

1.4 FUNCTIONS OF CAMERON UNIVERSITY

The functions assigned to Cameron University by the Oklahoma State Regents for Higher Education include:

A. Both lower- and upper-division undergraduate study in several fields leading to the baccalaureate degree.

B. A limited number of programs leading toward the first professional degree when appropriate to the institution's strengths and the needs of the state.

C. Graduate study below the doctor's level, primarily in teacher education but moving toward limited comprehensiveness in fields related to Oklahoma's manpower needs.

D. Extension and public service responsibilities in the geographic regions in which the university is located.

E. Responsibility for institutional and applied research in those areas related closely to program assignments.

F. Responsibility for regional programs of economic development.

G. Perform other functional or programmatic responsibilities as authorized by the Oklahoma State Regents for Higher Education. Criteria for consideration of programs outside of the function described herein are outlined in the OSRHE Academic Program Approval policy.

1.5 COMMITMENT TO EXCELLENCE

The faculty, the administration, and the Board of Regents are dedicated to the continued development and improvement of programs at Cameron University. The goal of the University is to provide unsurpassed higher education opportunities to the population of Southwest Oklahoma.

Faculty Contributions to Excellence

The faculty of Cameron University recognizes and accepts its obligations and responsibilities to provide quality higher education to its students. The criteria for educational excellence are described in Section 4– Faculty Policies.

1.6 UNIVERSITY GOVERNANCE AND ADMINISTRATION

Oklahoma State Regents for Higher Education

Cameron University is part of the Oklahoma State System of Higher Education, which was established in 1941 when the people of the State adopted an amendment to the Constitution of Oklahoma, Article XIII-A. The System is composed of all institutions of higher education supported wholly or in part by direct legislative appropriations.

The amendment also provided for establishment of the Oklahoma State Regents for Higher Education as the coordinating board of control of the system. The State Regents board is composed of nine members who are appointed by the Governor and confirmed by the State Senate. They serve nine-year overlapping terms.

Their responsibilities include prescribing standards of higher education (including those concerning the admission of students) at each institution, determining the functions and courses of study at each institution, granting degrees and other forms of academic recognition for completion of the prescribed courses of study, recommending to the Legislature the budget needs of each institution, allocating to institutions funds appropriated by the Legislature, and determining the fees for all institutions of the system. (Article XIII-A, Sections 2 and 3, Constitution of Oklahoma)

Board of Regents of the University of Oklahoma, Cameron University, and Rogers State University

By statutory enactment, the governance of Cameron University is vested in the Board of Regents of The University of Oklahoma. The Board of Regents is composed of seven members appointed by the Governor with the advice and consent of the State Senate. Each member is appointed to serve for seven years, except when appointed to fill an unexpired term. Meetings of the Board of Regents are open to the public. The powers and duties of the Board of Regents are set out in the Oklahoma Statutes (Article XIII, Section 8, Constitution of Oklahoma; Title 70, Section 1241; et seq., Oklahoma Statutes, 1961). The Board of Regents appoints the University President, charges him/her with the administration of the institution, employs personnel based on the recommendation of the President, determines policies for operation, and administers the budget.

University Administration

As the chief executive officer of the University, the President is responsible to the governing Board of Regents for the administration of the University. All authority delegated by the Board of Regents is administered through the President, who formulates an administrative structure appropriate for the management of the University and recommends its adoption to the Board of Regents. Generally, management responsibilities of the University are grouped according to function, with a vice president or equivalent University officer having administrative responsibility for such functions as academics, business and finance, student services, and development. There are many activities that overlap, requiring constant communication and coordination among administrative units. These functions are accomplished in a collegial manner through informal interaction among affected administrators, either individually or in the Executive Council, and

through the operation of the University's formal governance structure. Management of the University is dynamic; thus, the administrative structure is subject to frequent change. The administrative structure is reflected in the University's organizational charts, which are revised and updated as necessary, but not less than once annually when submitted with the budget for approval by the Board of Regents.

1.7 ACCREDITATION

Cameron University is accredited by the Higher Learning Commission. Teacher education programs at the University are accredited by the Oklahoma Office of Educational Quality and Accountability and the Council for the Accreditation of Educator Preparation. Cameron University is also accredited by the National Association of Schools of Music (NASM) and the Bachelor of Arts in Music, the Bachelor of Music and the Bachelor of Music Education programs are approved for final listing by NASM. Undergraduate and graduate degree programs offered by the School of Business are accredited by the Accreditation Council for Business Schools and Programs. The Medical Technology curriculum is accredited by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS) in cooperation with the Commission on Accreditation of Allied Health Education Programs. The Associate in Applied Science Degree in Respiratory Care is accredited by the Commission on Accreditation for Respiratory Care (CoARC). The Associate in Applied Science Degree in Radiologic Technology is accredited by the Joint Review Committee on Education in Radiologic Technology (JRCERT). The Bachelor of Science degree with a major in Chemistry (Professional Option) offered by the Department of Chemistry, Physics and Engineering is certified by the American Chemical Society (ACS).

1.8 PHYSICAL PLANT

The main campus of Cameron University is located in the city of Lawton, Oklahoma, and occupies 333 acres. The physical plant consists of facilities that vary in age from relatively new to 75 years old. The core facilities consisting of the Library, McMahon Centennial Complex, and administrative buildings are centrally located with easy access for pedestrians or vehicular traffic. The academic facilities surround the core facilities, and all classrooms and laboratories are within five minutes' walking time, excluding the agriculture laboratory complex. Parking lots are available to accommodate commuter students.

The outer ring of facilities consists of living accommodations, the stadium, tennis courts, baseball and softball fields, and maintenance support areas. The maximum walking time from the campus residential areas to the classroom buildings is less than 10 minutes. All facilities are within 10 minutes of the core area. The Fine Arts Complex includes a 500-seat theater and smaller performance venues. The gymnasium seats 1,800 and contains limited physical education facilities. The Aggie Rec Center includes a swimming pool, basketball courts, racquetball courts, indoor track, and various other exercise and recreational facilities. The residence halls and Cameron Village have a cafeteria, dining room, conference rooms, meeting rooms, and capacity for approximately 750 students.

The CU-Duncan learning site has enjoyed steady growth over the past decade resulting in the doubling of both course offerings and credit hour production. Student services have been increased proportionately and facility improvements are notable. Approximately 650 students study in a facility with wireless internet, multi-media equipped classrooms, tutorial and testing services and a variety of activities for students of all ages.

The landscape for Cameron has been designed to unify campus space, enhance the aesthetic quality of each area, and establish a convenient pedestrian and vehicular circulation pattern. The University makes ongoing efforts towards continued expansion, modernization, and renovation of the Cameron facilities to assure proper support for the students and faculty.

1.9 CONSTITUENCIES

The constituencies of Cameron University are diverse and heterogeneous. Lawton-Fort Sill is a metropolitan area with a population of 110,000 and has the educational needs of most metropolitan areas. The area surrounding Lawton is primarily rural, with farms and ranches that create demands for agriculture-oriented education. Approximately one-half of Cameron's students pursue full-time education while the other one-half are part-time students. The University fulfills both senior college and community college roles. While the diverse needs of the students create unusual demands on Cameron, the heterogeneous aspects of the student body enhance and stimulate the academic atmosphere in the classroom.

The Oklahoma State Regents for Higher Education include the following eleven Oklahoma Counties in the Cameron University service area: Caddo; Comanche; Cotton; Grady; Greer; Harmon; Jackson; Jefferson; Kiowa; Stephens; and Tillman.

SECTION 2

UNIVERSITY GOVERNANCE

2.1 INTRODUCTION

As an institution governed by a Constitutionally-created entity of the State of Oklahoma, Cameron University recognizes its responsibility to contribute to the public weal by providing a quality higher education experience in all its facets for those it serves. This responsibility is best met when all within the academic community commit their best efforts toward this end. By calling into play the best intellect, judgment, and talents of the faculty, students, and administrators who comprise the Cameron community, the University can achieve a synergism that is far more powerful and effective than when individuals or separate groups act alone. It is in this spirit of institutional cooperation that those within the Cameron community commit themselves to the concepts of shared governance expressed in this document.

The Board of Regents is vested with broad powers and authority to accomplish the responsibilities of the University and is convinced that it can most efficiently, effectively, and judiciously satisfy its charge when there is extant a system of shared governance that (1) provides a means for each constituent group to give advice and counsel to the President, who, as chief executive officer of the University, is responsible to the Board for all operations of the University, and to such other administrators as may be appropriate; and (2) facilitates communication among all groups.

To achieve those goals, a structure has been established that (1) encourages wide participation in shared governance activities, (2) provides cooperative interaction among all campus constituencies in the development of policy and operating procedure in University committees and task forces, (3) designates specific responsibilities for these committees and task forces and appropriate representation in their membership, and (4) provides regular and direct communication among faculty, students, and administration at all levels.

Membership on University committees and task forces is structured, and members are selected by various means, depending on the function of the committee. When these processes do not result in diversity among group members, the administration has the responsibility to modify committee membership to achieve diversity. The President can supplement the composition of University committees and task forces that are not sufficiently diverse.

2.2 OKLAHOMA STATE SYSTEM

1. Constitutional Coordinating System

The **Oklahoma State System of Higher Education** was created with the people's adoption of an amendment to the Oklahoma State Constitution, Article XIII-A, on March 11, 1941. The amendment provides that “All institutions of higher learning supported wholly or in part by direct legislative appropriations shall be integral parts of a unified state system to be known as the Oklahoma State System of Higher Education.”

The constitutional amendment also created the Oklahoma State Regents for Higher Education as the “coordinating board of control of the Oklahoma State System of Higher Education.” There are nine State Regents who are appointed to nine-year staggered terms by the Governor, with the advice and consent of the Oklahoma State Senate. Responsibilities of the State Regents generally are limited to determining the functions and courses of study for each institution, establishing standards of education, submitting budget requests for the state system to the Legislature, allocating state-appropriated and revolving funds to each institution, and setting student fees. The Chancellor of the

Oklahoma State System of Higher Education serves as the chief administrative agent of the State Regents.

2. Board of Regents

The Board of Regents of the University of Oklahoma shall have the supervision, management and control of the University and shall have the following additional powers and duties:

a. Adopt such rules and regulations, as it deems necessary, to govern the University.

b. Employ and fix the compensation and duties of such personnel, as it deems necessary, including architects, attorneys, engineers and other professional and technical persons, for its operation and for the operation of the University. Any of such personnel having custody of public funds or other public property may be required to furnish corporate surety bonds in such amounts as may be deemed necessary by the Board of Regents, payable to the State of Oklahoma and conditioned upon a faithful accounting of all such funds and property.

c. Enter into contracts; purchase supplies, material and equipment; and incur such other expenses as may be necessary to make any of its powers effective.

d. Authorize officials of the University to act in its behalf in the making of contracts or in carrying out the powers conferred upon it.

e. Receive and make disposition of moneys, grants, and property from federal agencies, and administer the same in accordance with federal requirements.

f. Accept gifts of real and personal property, money, and other things, and use or dispose of the same in accordance with the directions of the donors or grantors thereof.

g. Direct the disposition of all moneys appropriated by the Legislature or by the Congress or derived from the sale of bonds or received from any other source by the University.

h. Acquire and take title to real and personal property in its name, on behalf of the University and convey, exchange or dispose of, or otherwise manage or control, such property in the interest of the University including the granting of leases, permits, easements and licenses over or upon any such real property. The Board of Regents shall have the power to institute legal action in the name of the Board of Regents before any court having jurisdiction of such actions. The Board of Regents shall have the custody and control of abstracts of title and instruments affecting the ownership of or title to real property belonging to the Board of Regents, and being held by the Board on behalf of the University.

i. Have supervision and charge of the construction of all buildings at the University.

j. Determine the need for and cause to be constructed, residence halls and other buildings, on a self-liquidating basis, at the University.

k. Establish and maintain plans for tenure and retirement of employees of the Board of Regents, and the University and for payment of deferred compensation of such employees; and make available health, vision, dental, life, and accidental death and disability benefits for such employees and their dependents. The Board of Regents may pay for all or a part of the cost thereof for employees, with funds available for the operation of the University. Amounts payable by an employee for such insurance or annuity contracts may, with the consent of the employee, be deducted from payroll.

l. Audit all accounts against the funds appropriated for the use and maintenance of the University and the State Treasurer shall issue warrants for the amount of all accounts, including salaries and expenses of said Board of Regents, which shall have been audited and allowed by the Board of Regents and attested by the Secretary of the Board, and the President.

m. Provide penalties and forfeitures by way of damages and otherwise for the violation of rules and regulations of the Board of Regents, which may be sued for and collected in the name of the Board of Regents before any court having jurisdiction in such actions.

n. Do all things necessary and convenient to carry out the powers expressly granted to it by the Constitution and the laws of the State, and to make the University effective for the purposes for which they are maintained and operated and the enumeration herein of certain powers and immunities of the Board of Regents shall not be construed as in derogation or as a limitation of the powers and immunities properly belonging to the Board of Regents in the government of the University.

2.3 CAMERON UNIVERSITY

1. Campus Organization

Within the Cameron University community are three primary stakeholders which cooperatively govern day-to-day affairs of the University and in both individual and representative capacities act as recommending and advisory bodies to the Board of Regents. Those three stakeholders include the University Administration, Faculty, and Student Body.

a. **The University Administration** is headed by the **University President,** who is the chief executive officer of the University and is directly responsible to the Board of Regents for all operations of the University. Other administrators assist the President with the management of University affairs. The Board of Regents encourages faculty, administrators, and students to make recommendations to the President regarding policy improvements and requires appropriate faculty counsel regarding recommendations for appointments, promotions, discontinuances, and retirement of faculty.

b. **The Regular Faculty** of the University is composed of all faculty members with regular appointments including tenured, tenure track, and non-tenure track at the ranks of Instructor, Senior Instructor, Assistant Professor, Associate Professor, and Professor. The faculty shall fulfill its duties through academic departments and/or schools, University committees, various standing committees of the Faculty Senate, and, when appropriate, through ad hoc committees from the faculty. The faculty is to be concerned with the welfare of the academic community and has a responsibility to participate in the development of policies, regulations, and procedures concerning the whole University.

The Graduate Faculty, in addition to those qualifications required for other faculty, shall have (1) an earned doctorate from an institutionally accredited college or university or internationally recognized institution or a terminal degree or other appropriate academic credentials as defined in Appendix A of this document; (2) the rank of Assistant Professor or above; and (3) conducted specific forms of scholarly activity as defined in Appendix D. Appointments to the Graduate Faculty are made by the Vice President for Academic Affairs (VPAA) upon recommendation of the appropriate academic department chair and Dean and of the Graduate Council. Appropriate faculty counsel shall be obtained at the department or school level. Temporary appointment to the Graduate Faculty may be made for persons who have the expertise in an area which qualifies them to teach a graduate-level course, which expertise shall be defined by the Graduate Council with input from the Graduate Faculty of the appropriate school. Such temporary appointment shall be made by the VPAA upon the recommendation of the Graduate Council. Graduate Faculty shall be eligible to teach graduate courses; advise graduate students; supervise graduate research; serve on or direct a thesis committee; be elected to and vote for members of the Graduate Council; participate in campus

governance; and serve on graduate advisory committees. A temporary member of the Graduate Faculty shall be eligible to teach graduate-level courses.

c. **The Student Body** of Cameron University consists of all students currently enrolled at Cameron University.

2. Campus Executive and Representative Bodies

a. **The Executive Council** is not a formally designated body but acts as the President's cabinet and is composed of administrators appointed by the President. The members meet regularly as a coordinating executive team.

b. **The Faculty Senate** is established to express the Senate's views and make appropriate advisory recommendations to the University administration. The Senate studies matters it believes to be of significant importance to the faculty. Officers of the Faculty Senate are the Chair, Chair-Elect, and Secretary, each elected by the faculty. The Faculty Senate may determine its own internal rules of order and by-laws insofar as they are consistent with state law and Board of Regents' policies.

c. **The Staff Advisory Council** represents the administrative, professional, classified, and permanent part-time staff of the University. The council makes policy recommendations, communicates and shares staff concerns, recommends changes to university practices, and provides administrative support to the university.

d. **The Student Government Association** is a representative organization of the Student Body whose mission is to represent, lead, and unify the Student Body; to decide and recommend for the students upon any matter involving student interests; and to promote common understanding among students, faculty, and administration while protecting the individual rights of students. Officers of the Student Government Association are elected by the Student Body and include the President, Vice President, and Treasurer.

3. Shared Governance Bodies

a. **Cameron Council** meets as needed to promote an exchange of information among the Student Government Association, Faculty Senate, and Administration. Elected officers of the Faculty Senate, elected officers of the Student Government Association plus the Chair of the Programming Activities Council, and administrators as appointed by the President are members of the Cameron Council, which is chaired by the University President.

b. **University Standing Committees** serve various functions in the University and typically have a single responsibility. Membership composition and method of appointment are described in Appendix I. The listing of committees in Appendix I represents the standing University committees. For all University related committees, the VPAA, with the President's concurrence, or the President reserve the right to appoint additional members in an effort to achieve functional diversity on the committees.

4. Duties and Responsibilities of the Vice President for Academic Affairs

The Vice President for Academic Affairs is the University's chief academic officer charged with daily responsibility for the accomplishment of student learning, scholarly activity, and service as components of the University's mission. The VPAA works closely with the President on academic matters.

A primary responsibility of the VPAA is to create and sustain a University environment conducive to teaching and learning and to student and faculty development. Therefore, the VPAA must be

considered to be accountable to the faculty and students as well as to the President and the Board of Regents.

a. Academic Administration Duties

1. Provides leadership in the implementation of effective planning in academic affairs and excellence in academic degree programs and support units and represents the academic interests of the University in off-campus activities, as designated by the President.

2. Provides leadership in working with the academic deans and representatives of the faculty in the development and supervision of academic programs, including changes in curriculum, degree programs, and organization.

3. Supervises and evaluates the work of the academic deans.

4. Recommends budget allocations for the schools, Library, and academic support areas to the President.

5. Collaborates with the Vice President for Enrollment Management to maximize opportunities for student academic success. Together, they advocate programs and services that meet the needs of the University's prospective and enrolled students.

6. Supervises the directors of academic support units designated on the official organizational chart as part of Academic Affairs.

7. Ensures compliance with the Higher Learning Commission (HLC) accreditation requirements for all academic units and coordinates reports to the HLC on substantive changes made in credit and non-credit programs.

8. Works with all academic units to ensure compliance with Board of Regents, State Regents, and University policies and procedures.

b. Faculty Administration Duties

1. Recommends to the President faculty member appointments, reappointments, promotions, tenure, and terminations based on both independent study of credentials and the recommendations of the Deans, department chairs, and faculty committees.

2. Provides appropriate recommendations for University nominations for various faculty awards and recognitions.

3. Works with the Faculty Senate on policies and procedures that directly affect the faculty and ensures that changes in policies, procedures, programs, and organization are included in the Cameron University Faculty Handbook and reported, when appropriate, to external agencies.

4. Oversees the preparation and maintenance of the Faculty Handbook for distribution, and, in cooperation with the Senior Director of Public Affairs, reviews the content of catalogs and other publications concerning academic matters.

c. Other Administrative Duties

1. Works in close conjunction with, and in support of, the Vice President for University Advancement and Vice President for Business and Finance.

2. Works with the President in concert with the Human Resources Office to promote diversity in Academic Affairs and support University programs to create a welcoming environment.

3. Supports the University's commitment to goals set forth in the University's Strategic Plan by taking appropriate actions.

4. Provides leadership and oversight of University effectiveness efforts in academic affairs, including the use of the results of assessment and linking results to planning.

5. Performs other duties supporting the University, as requested by the President.

d. Evaluation of the Vice President for Academic Affairs

1. Evaluation of the performance of the VPAA is carried out by the President. It includes but is not limited to confidential evaluation by the Regular Faculty. The faculty's assessment of the performance of the VPAA will be carried out annually. The primary purpose of an evaluation is to provide constructive feedback regarding how well job expectations are being met by the VPAA. Summary information will be made available to the VPAA.

2. Processes regarding tenure of VPAA shall be administered by the appropriate academic department in compliance with Section 4.5 of the Faculty Handbook.

5. School and Departmental Organization

a. School Administration/Organization: To accomplish its academic mission, the University is divided into schools with a Dean as the chief administrative officer. The Dean is responsible for an administrative organization designed to meet the particular needs of the school. Staff requirements to support school activities will vary in composition and assignments unique to the school's mission and goals. Departmental organizations will be used to support educational programs with similar goals and objectives. Faculty members shall be solicited to serve on committees and complete tasks supporting the mission and goals of the department, school, and University. The Dean shares (or delegates) many of the specific responsibilities outlined in this policy statement with school staff and the chairs/directors of the separate departments. In schools not divided into separate departments, the school organization is similar to departmental organization.

b. General Responsibilities of the Dean: The Dean provides leadership and administrative support to the programs and faculty members of the school in performing the missions of teaching, scholarly activity, and University service and public outreach. The Dean represents the school in relations with the President, the VPAA, other administrative officers of the University, and other schools. The Dean is responsible to the President through the VPAA and is accountable to many constituencies including the faculty, staff, students, administrators, and alumni of the school. Whenever appropriate, the Dean is expected to consult with, receive advice from, and communicate with the constituent members of the school. Deans represent the President and the administration, communicating and administering the policies and procedures of the State Regents, the Board of Regents and the University.

c. Specific Responsibilities of the Dean: The following responsibilities are not restrictive and will include other responsibilities as assigned by the VPAA or the administration. In any particular school, the specific responsibilities of the Dean may vary depending on the mission, organization, and size of the school. The specific responsibilities of an individual Dean in a particular school must be flexible to respect these differences among various schools and the leadership style of a particular Dean.

1. **To the University at large, the Dean is responsible for:**

   a. Implementing University priorities at the school and department levels.

   b. Advancing and representing the school whenever appropriate.

   c. Disseminating information to school faculty and staff.

   d. Implementing policies and initiatives of the University and the governing and coordinating boards.

   e. Participating in the Deans Council including advising the VPAA concerning strategic planning, budgeting needs, University policy changes, fund raising activities, matters of mutual interest, and other priorities of the University.

   f. Assisting the President and the VPAA in the selection of other Deans and University administrative officers, as appropriate.

   g. Providing an annual report to the President and other constituencies concerning the performance of the school.

   h. Cooperating with other schools in the development of interdisciplinary programs consistent with University goals and objectives.

   i. Contributing to a general spirit of University cooperation and collegiality.

2. **To the School, the Dean is responsible for:**

   a. Providing leadership in the organization, operations, development, and evaluation of the teaching, research and creative/scholarly activity; and professional and University service and public outreach to the school and consistent with University and school strategic planning.

   b. Assuring compliance with state and federal law and all policies and procedures of the State Regents, the Board of Regents, and the University.

   c. Leading the school in the annual planning process.

   d. Providing leadership in student recruitment and retention.

   e. Assuring academic quality and rigor in all school programs.

   f. Assuming overall responsibility for academic offerings within the school each term.

   g. In coordination with the University administration, setting priorities for school-level alumni development and fund-raising activities, and coordinating and assisting the school and its separate departments with implementing and maintaining an active alumni development and fund-raising program.

   h. Planning, preparing, submitting, and managing the school budget.

   i. Assuring fair and consistent evaluation of faculty in compliance with the Faculty Handbook.

   j. Fostering the welfare of the entire school faculty and staff and encouraging, facilitating, and mentoring their work and professional development.

k. Recommending the reappointment, appointment, promotion, and tenure of faculty according to University, departmental and school guidelines (Section 4), as well as Board of Regents' policy.

l. Implementing personnel policies concerning faculty and staff of the school.

m. Providing leadership to the faculty in reviewing, evaluating, and developing appropriate curricula and effective academic programs of study within the school.

n. Seeking advice from faculty, chairs/directors, and staff on matters affecting the school.

o. Reorganizing departmental and school administration in response to new opportunities or when more effective use of resources will be completed with faculty and staff consultation.

p. Presiding over meetings of the school faculty.

q. Assuring that faculty and staff have access to and knowledge of University, school, and departmental policies.

r. Evaluating the performance of department chairs/directors and other administrative staff reporting to the Dean, according to University and school policies.

s. Initiating procedures to search for chairs/directors and other administrative staff of the school whenever a vacancy occurs.

t. Evaluating the facility needs of the school and advising the VPAA of these facility needs.

u. Implementing the University Affirmative Action Plan and ensuring equal opportunity for all who are job applicants to the school.

v. Developing strategies to recognize outstanding achievements by faculty and staff through appropriate awards and honors.

w. Fostering a spirit of cooperation and teamwork throughout the University and within the school.

3. To the students in the School, the Dean is responsible for:

a. Providing an academic environment that nurtures all students to succeed to the best of their abilities through quality academic instruction, counseling, professional advice, and other assistance when necessary.

b. Providing an academic advising system that informs students of all academic requirements of the school and their progress toward meeting those requirements.

c. Seeking advice from students on matters affecting the school.

d. Implementing University and school procedures to ensure an ethical and equitable academic atmosphere by enforcing policies involving such issues as academic misconduct, academic grade appeals, and ethics in research.

e. Developing strategies to recognize outstanding achievement by students through appropriate awards and honors.

f. Enforcing admission, retention, and graduation requirements of the school.

g. On behalf of the faculty, recommending appropriate degrees for students who have met the requirements, as determined by University and school regulations.

4. To external constituencies, the Dean is responsible for:

a. Providing school leadership in cooperation with University units that support alumni development, fundraising, government relations, and public relations efforts of the University.

b. Seeking advice from and communicating with graduates and other appropriate external constituencies concerning matters of interest to the school.

c. Cooperating with the University in disseminating information about the school to the State Regents, the Legislature, and other government entities.

d. Proactively seeking information, support, and cooperation with organizations employing University graduates.

d. Faculty Responsibility of a Dean: In addition to the administrative responsibilities described above, the Dean may be involved in teaching, scholarly activity, and University service and public outreach. The extent of involvement in teaching, research and creative/scholarly activity, and service shall be determined in consultation with the VPAA. While the Dean is normally granted tenure within an academic department of the school, the Dean does not vote at faculty meetings of the department.

e. Appointment of a Dean: The Dean is normally appointed on a twelve-month basis. The Dean of a school shall be initially appointed to a specific term as negotiated by the VPAA, thereafter renewable by the Board of Regents upon the recommendation of the President.

f. Retention of a Dean: The Dean of the school serves at the pleasure of the President upon the recommendation of the VPAA. Retention or non-retention of a Dean is recommended by the VPAA after completion of the comprehensive evaluation process under Section 2.3.4.1.h. of the Faculty Handbook. The Dean's faculty responsibilities are for the nine-month period assigned to Regular Faculty members. Administrative responsibilities are for twelve months. Salary distribution will be defined in terms of these two roles.

g. Selection Procedure for a New Dean: The selection procedures for a new Dean are described in 3.1 ("Administrative Search Committees") of the Faculty Handbook.

h. Performance Evaluation of a Dean: Evaluation of the Dean's performance is carried out by the VPAA. It includes but is not limited to confidential evaluation by the Regular Faculty of the school. The faculty's assessment of the performance of the Dean is carried out at regular intervals, as described below. The primary purpose of the evaluation is to provide constructive feedback regarding how well job expectations are being met by the Dean. A summary of the faculty evaluation will be made available to the Dean, as well as to appropriate University officers.

Annual Evaluation

An annual performance evaluation will be conducted of all Deans by VPAA. The annual evaluation shall include:

1. A self-assessment by the Dean.

2. Confidential evaluation by the faculty of the school regarding administrative duties, to be conducted by the VPAA.

3. Confidential evaluation by the faculty of the appropriate academic department regarding the faculty responsibilities of the Dean, according to standard evaluation procedures of the department.

4. A formal consultation between the Dean and VPAA.

i. Tenure of a Dean

Processes regarding tenure of the Dean shall be administered by the appropriate academic department in compliance with Section 4.5 of the Faculty Handbook.

j. Vacancy: Whenever a vacancy occurs in the office of a school Dean, the VPAA, if needed, shall appoint an interim or acting Dean of the school until a permanent Dean assumes responsibility for the school. Prior to the appointment, subject to approval of the President, the VPAA shall seek input from representatives of the faculty, chairs/directors, and staff of the school involved to obtain advice on an appropriate candidate for the interim or acting dean.

k. Departmental Administration

An academic department is administered by a chair. The chair provides leadership in matters of policy determined by the Regular Faculty members of the department, operating within guidelines provided by the Board of Regents, University administrative officers, and the school. In schools not divided into departments, the school faculty is the equivalent of the departmental faculty, and the Dean performs the duties and functions of the chair.

1. Departmental Faculty: The departmental faculty has jurisdiction over matters of policy and procedure and the right to choose its own form of organization, as long as these do not conflict with published (in writing or electronic media) rules and regulations of its own school, the University, or Board of Regents policy. These procedures will be filed with the VPAA and the Dean of the school. As a matter of principle, the faculty is involved in preparing faculty personnel recommendations consistent with the Faculty Handbook, and it elects representatives who participate in transmitting formal recommendations.

2. Departmental Chairs: The chair has a leadership function and is accountable both to the department and to the Dean for the performance of this function. The chair serves at the pleasure of the President and VPAA upon the recommendation of the Dean. Retention or non-retention of a chair is recommended by the Dean after completion of the comprehensive evaluation process under Section 2.3.4.l.5. Chairs represent their department in relations with other departments, with the deans, and with other administrative officers of the University. The chair is expected to encourage and facilitate the work, quality, and professional development of the department. It is the responsibility of the chair to take the initiative in reporting the needs of the department to the Dean. This includes obtaining merited recognition of

faculty members with respect to promotions, salary increases, and support for career development. Other leadership functions include implementing the Affirmative Action Plan; strategic planning; conducting program reviews; and making reappointment, promotion, and tenure recommendations.

3. **Specific Responsibilities of the Chair:** The chair provides leadership in all matters of policy as determined by the faculty, Dean, and VPAA. The chair or university designee determines procedures for carrying on the work of the department. Such functions shall include (but not be limited to): determining time and frequency of faculty meetings (at least monthly); establishing procedures for expenditures from departmental budget; with advice and consultation from the faculty, determining teaching assignments and class schedules for the department; preparing annual faculty evaluations and making recommendations to the Dean concerning budget requests/allocations for increases in salaries for faculty, faculty awards, and hiring of new and supplemental faculty; reappointment; tenure; promotion; annual reviews of the progress of tenure-track faculty in their efforts to obtain tenure; and post-tenure reviews of tenured faculty members. The chair shall foster the welfare of the entire department faculty and staff and encourage, facilitate, and mentor their work and professional development.

4. **Expectations of the Chair:** In addition to the administrative responsibilities described above, the chair is expected to be involved in teaching and scholarly activity. Department chairs shall have an established evaluation weight of 50% in Category 4, a minimum weight of 25% in Category I, and the remaining percentage distributed among the other two Categories.

5. **Evaluation of the Chair:** Chairs will be evaluated annually by their respective Dean and departmental faculty. The Dean shall prepare an annual evaluation of the chair's teaching, research and creative/scholarly activity; and professional and University service and public outreach (other than departmental administration) using the standard process and forms for faculty evaluations. For evaluating the administrative effectiveness of the chair, the Dean shall solicit formal input from the entire faculty and staff of the department. These evaluations, together with the Dean's evaluation of the chair's performance, will be discussed with the chair after April 15 or after all faculty members in the department have been evaluated.

6. **Selection of Chairs/Directors:**

   a. Prior to initiating search and nomination procedures for a department chair, the faculty of the department should meet with the Dean of the school to discuss the needs and expectations of the department as they relate to the appointment of a new chair, the role of the chair, and the type of search (i.e., internal, regional, or national) that most likely will assure that an appropriate candidate is recommended and to discuss any budgetary considerations related to the search and appointment of a new chair.

   b. If the Dean does not concur with the department faculty's recommendation, the Dean will meet with the department faculty to discuss reasons for disagreement. The Dean's final recommendation and the faculty's recommendations will be submitted to the VPAA for approval and must be consistent with the University's Affirmative Action policies.

c. For regional and national searches, a search committee will be formed consisting of elected departmental faculty members appointed by the Dean, one or two students reflecting undergraduate majors, and graduate students to the extent appropriate.

SECTION 3

APPOINTMENT OF ADMINISTRATIVE OFFICERS

3.1 ADMINISTRATIVE SEARCH COMMITTEES

The selection of the President and other administrators is the responsibility of the Board of Regents, and any process leading to that selection is the prerogative of the particular Board in office at the time the selection process is to be initiated. It is suggested that administrative search committees make nominations and recommendations concerning candidates and that the President, if applicable, and the Board of Regents be guided by them in most instances, but it is understood that the President and the Board of Regents shall not be bound by nor limited to nominations and recommendations of administrative search committees.

Both the letter and spirit of all applicable state and federal laws shall be followed in the recruitment and appointment of administrative personnel.

3.1.1 President of the University

In all instances where a vacancy exists in the Office of the President, the vacancy shall be made known by the use of news media and other means to accomplish a wide circulation of the fact. Any person who wishes to apply for a vacant position will be given an opportunity to do so equal to that of any other applicant, subject to appropriate reasonable deadlines. Procedures utilized to screen and select will not discriminate on the basis of race, color, religion, national origin, gender, disability, political beliefs, or status as a veteran.

The presidential search committees shall have representation by faculty, student(s), and staff. The Board of Regents appoints these members from nominees selected by the University Regular Faculty and the Student Government Association. Staff nominees will be selected by the senior academic officer of the University. Faculty members shall constitute a majority of search committee members chosen from the faculty, staff, and students.

There shall be twice as many nominees as there are positions. The Board of Regents may designate other members as deemed appropriate.

3.1.2 Other Major Administrative Personnel

The President shall secure appropriate counsel from the Board of Regents before accepting applications or initiating the search process for filling any vacancy in a major administrative position. Major administrative positions shall include Provost, Vice President, Dean, or equivalent administrator of a major administrative unit. Minimally, the consultation shall include a job description, required qualifications, and salary range. The search, screening, and selection process for major administrative personnel shall include securing appropriate counsel from faculty or students, or both, depending upon the nature of the duties to be performed. The term “appropriate counsel” normally will involve obtaining input from (1) faculty or students, (2) a special or permanent committee of the faculty of the administrative unit involved, and/or (3) duly-elected committees, boards, or councils at the school, departmental, or administrative unit level.

a. **Vice Presidents**: The committee shall have faculty, student, and staff representation. The President shall appoint these members from nominees selected by the official faculty and student governance organizations. Staff nominees will be selected by the President in consultation with the Vice Presidents. There shall be twice as many nominees as there are positions. The President may designate other members as deemed appropriate.

b. **Deans:** The search committee for the Deans shall have faculty, student, and staff representation. The President shall appoint these members from nominees selected by the

official faculty and student governance organizations. Staff nominees will be selected by the President in consultation with the VPAA. Upon requesting nominations by faculty members, the President shall designate the number of positions to be filled from (1) the general faculty of the particular school or unit involved and (2) the University faculty at large. There shall be at least one position filled from the University faculty at large from nominations made by the official faculty governance organization. In all cases, there shall be twice as many nominees as there are positions. The President shall make all appointments.

3.2 RETENTION OR REAPPOINTMENT OF ADMINISTRATORS

The continuation of administrators in their positions is a result of demonstrated satisfactory performance. The concept of tenure in an administrative position is not applicable. Each administrator's performance shall be continually evaluated, and administrators serve at the pleasure of the President. Administrators other than the President shall be evaluated by the responsible administrative supervisor in accord with evaluation procedures developed for the University. In instances where the performance of an administrator is determined to be unsatisfactory, the future performance of such an administrator must be carefully monitored by his or her supervisor. Continuing failure to improve by an administrator whose present or past performance is unsatisfactory may result in reassignment to other duties or termination from the administrative position.

Performance of the President will be evaluated only by the Board of Regents.

SECTION 4

FACULTY POLICIES

APPLICATION OF REVISED STANDARDS

The contents of this Faculty Handbook take effect when approved by the Board of Regents. The VPAA shall have discretion in approving any special individual plans for assisting faculty who need time to obtain additional academic credentials necessary to meet any new requirements resulting from approval of this revision. Such individual plans will require completion of specific academic goals according to definite time standards. Rank and tenure achieved under the provisions of any previous edition of this Handbook will be honored.

Several sections of this Handbook refer to academic departments, department chairs, and/or departmentally-conducted procedures. If an academic school has no departments, procedures and activities assigned to departments in the various sections of this Handbook shall be accomplished by the academic school or an appropriate component thereof. In the event that disagreement arises within the school with regard to the appropriateness of the component of a school to which a responsibility is assigned, a recommendation will be developed by the Dean with appropriate faculty counsel and submitted to the VPAA for approval. If an academic school has no department chairs or if the position of department chair is vacant, the duties of the chair will be performed by the Dean or the person designated by the Dean and approved by the VPAA. The Vice President for Academic Affairs will officially inform the faculty when a designee has been approved and provide a clear statement based on the Dean's recommendation of the duties of the designee. In such cases, all recommendations and procedures ordinarily initiated at the level of department chair will be initiated at the level of Dean, or the Dean's designee, as appropriate.

4.1 FACULTY MEMBERSHIP AND APPOINTMENTS

It is the policy of the University to recognize and implement the functions assigned to it by the Oklahoma State Regents for Higher Education. These functions are teaching, research and creative/scholarly activity; and professional and University service and; public outreach. The responsibility for carrying out this policy is shared by the Board of Regents, administrative officers, and the regular faculty.

4.1.1 Membership

The faculty is composed of two groups, the Regular Faculty and the Supplemental Faculty. In most cases, these faculty members have an instructional or research relationship to the University, either direct or supervisory. Faculty may be permanent or temporary, full-time or part-time.

Faculty status for categories of persons other than those who teach a course for University credit may be granted in accordance with standard procedures approved by the VPAA after consultation with the Faculty Senate. Persons assigned by the United States Army as faculty members in the Department of Military Science are deemed to have faculty status. Other positions which shall be considered for faculty designation shall include, but are not limited to, positions in which the primary responsibility is providing educational assistance directly to students for the purpose of enhancing student academic development and positions in which the primary responsibility is basic or applied academic research.

4.1.2 Regular Faculty

The Regular Faculty includes members of the faculty who are employees of the University and who hold the rank of Professor, Associate Professor, Assistant Professor, Senior Instructor, or Instructor. Regular faculty may hold one of the following appointments: (1) tenured; (2) tenure track; (3) non-tenure track.

1. **Tenured.** A tenured appointment is reserved for those Regular Faculty members who have been granted tenure by the Board of Regents. Tenured faculty members are on continuous appointment and, therefore, are not notified of their appointment status for the following year unless their appointment changes. The procedures for dismissal and suspension of tenured faculty are covered later in this section. Tenured faculty members appointed to administrative positions retain the tenure and rank that they held as Regular Faculty members. An administrator may not acquire tenure by virtue of an appointment to an administrative position unless specifically granted by the Board of Regents, but may attain and hold tenure as a member of the Regular Faculty.

2. **Tenure Track.** Tenure track appointments are for one academic year beginning mid-August and ending mid-May. The appointments are renewable annually at the option of the University. A person on tenure track will be given written notification of non-reappointment by March 1 by the VPAA. Notwithstanding any other provisions herein, to the extent prohibited by the Governor's Executive Order 2026-07, and in accordance with Board of Regents Policy, no new tenure-track appointments will be made after February 5, 2026. Appointments made after that date will be non-tenure track appointments.

3. **Non-Tenure Track.** A non-tenure track appointment is one in which the faculty member is appointed to the Regular Faculty but is not eligible to receive tenure. Faculty members below the rank of Assistant Professor have non-tenure track appointments (Senior Instructor and Instructor are non-tenure track appointments). Non-tenure track appointments are for one academic year beginning mid-August and ending mid-May. Faculty with this appointment will be given written notification of non-reappointment by March 1 by the VPAA.

4.1.3 Supplemental Faculty

The Supplemental Faculty consists of:

1. **Adjunct Faculty.** Adjunct faculty members hold part-time appointments that may be by semester or by academic year. The rank of such faculty may be Adjunct Instructor or Lecturer. Adjunct faculty will be limited to teaching no more than nine hours per semester or session.

2. **Temporary.** A temporary faculty member is appointed for a period of one academic year or less. Upon termination of the temporary appointment, the position, if continued may, at the recommendation of the Dean and with the approval of the VPAA, be reopened and advertised or staffed by the previous serving faculty member with high performance ratings without re-advertising. Any new temporary position will be opened and advertised. Temporary faculty may be appointed at any rank.

3. **Visiting Faculty.** Visiting faculty are employed by the University to teach or perform research for a limited time and are typically on leave of absence from another institution of higher education or professional practice. Visiting faculty may be appointed at any rank.

4. **Volunteer Faculty.** A person who has special talents or expertise and whose time and services are donated may be appointed to the University as volunteer faculty. Volunteer faculty who meet the education qualifications may hold the temporary academic rank of Honorary Instructor, Honorary Senior Instructor, Honorary Assistant Professor, Honorary Associate Professor, or Honorary Professor.

5. **Clinical Supervisors.** Clinical supervisors are members of the Supplemental Faculty but are not employees of the University. They are practitioners who are assigned regular and continuing responsibilities in the clinical setting.

4.1.4 Initial Appointments to the Regular Faculty

Initial appointments to the Regular Faculty are initiated by the VPAA and formally made by the Board of Regents when applicable. Consideration for appointment by the Board of Regents is given upon recommendation by the President. The terms and conditions of every appointment or reappointment shall be stated in writing and be in possession of both the University and faculty member before the appointment is consummated.

4.1.5 Appointments to the Supplemental Faculty

The President or his/her designee makes appointments to the Supplemental Faculty as required to meet the University's needs. Appointments to the Supplemental Faculty do not require Board of Regents' approval. These appointments are limited to specific duties and specific periods of time. Supplemental Faculty are not entitled to notification of non-reappointment.

4.1.6 Appointments to the Summer Teaching Faculty

An appointment to the Summer Faculty is limited to the specific summer for which the appointment is made. The President or his/her designee makes appointments for the summer session, and these appointments do not require Board of Regents' approval.

4.1.7 Full- and Part-Time Faculty Appointments

1. **Full-Time Appointments.** Full-time faculty members who teach courses for university credit have instructional and non-instructional duties as assigned by the University. Instructional duties include, but are not limited to, the teaching of assigned classes, evaluating the students in the classes, and meeting with those students who require assistance in their classes. Non-instructional duties include, but are not limited to, conducting research and creative/scholarly activity, recruiting students, retaining students, advising students, serving on committees, sponsoring organizations, continuing certification, and participating in professional organizations. A full-time faculty member should generally carry an instructional load of twelve hours per regular semester.

2. **Joint Appointments.** Appointments between two or more academic units or colleges or universities are encouraged when they are of mutual benefit. However, they must not total more than 1.0 FTE and must be approved by the appropriate administrative officials of all units involved; one academic unit and college shall have primary responsibility for promotion and tenure consideration. Faculty cannot receive remuneration from two sources when it will result in an assignment greater than 1.0 FTE.

3. **Adjunct Appointments.** Adjunct appointments are part-time temporary appointments made for one semester or summer session only and involve instructional duties for certain course sections only. Compensation is determined at the University level. Adjunct faculty will be limited to nine hours per semester or session.

4.2 PRINCIPAL ACADEMIC RANKS AND TITLES OF THE UNIVERSITY

4.2.1 Academic Rank and Assignment of Rank

The principal academic ranks of the University shall be Professor, Associate Professor, Assistant Professor, Senior Instructor, and Instructor. (See Appendix B–Criteria for Promotion for length of service and degree requirements.)

The determination of professional training and/or experience necessary to meet the criteria for assignment of rank will be the responsibility of the appropriate academic officer on campus, who will

consult with peers or supervisors of those who are being considered for changes in rank.

For appointment to the rank of Instructor an earned master's degree relevant to the teaching field awarded by an institutionally accredited or internationally recognized institution is required. A baccalaureate degree is sufficient for faculty teaching only in selected fields in Associate in Applied Science degree programs or teaching only remedial courses.

4.2.2 Honorary Titles

Faculty members with distinguished service may receive additional recognition:

1. **Emeritus Appointment**. Upon retirement, the title "emeritus" may be conferred as recognition for long and faithful service or for very distinguished service to the University. Members of the faculty with the rank of Professor, Associate Professor, or Assistant Professor, and with ten years of distinguished service at the University shall be eligible for appointment to this rank. Such faculty may be recommended for this rank by the department chair or the Dean. The recommendation is made to the VPAA, who makes his/her recommendation to the President. Emeritus appointments shall be strictly honorary and without stipend. However, this appointment does entitle the emeritus faculty member on the same basis as Regular Faculty members to a faculty parking sticker, a faculty ID card, admission to campus events, library privileges, fitness center privileges, and food service privileges. In addition, emeritus faculty members are allowed to use campus computer and research facilities in the continued pursuit of their scholarship interests.

4.2.3 Other Academic Titles

There are other appropriate titles for academic assignments and related University functions:

1. **Laboratory Assistant**. This title is assigned to those persons in positions of student supervision in laboratories, internships, externships, clinics, or other such positions. Persons employed with this title must possess specific technical expertise and competence and be recommended by the appropriate department chair. Laboratory Assistants must function under the supervision of a faculty member and are appointed to perform specific functions as detailed in the notice of appointment. Appointment to this position carries no University commitment to reappointment or continuation beyond that specified in the notice of appointment, and these persons are ineligible to vote on matters involving University governance.

2. **Graduate Teaching Assistant**. This title is assigned to a graduate student who is appointed to teach (a) specific class(es) for a specified academic semester or session. Persons employed with this title must have completed a baccalaureate degree, have been admitted into a Cameron University graduate program with provisional or higher status, be enrolled in six or more graduate-level semester hours during each semester of employment (three semester hours for summer session), and possess other qualifications determined by the academic unit offering the position to include substantial appropriate subject matter expertise requisite to the teaching assignment. Before appointment, the academic unit offering the position shall obtain appropriate counsel regarding the student's academic record from the graduate student's advisor. Recommendations for assignment as a Graduate Teaching Assistant shall be approved by the department chair, Dean, and the VPAA.

   Graduate Teaching Assistants shall function under the direction of the department chair or a faculty member assigned by the department chair or the Dean to supervise the Graduate Teaching Assistant.

   Appointment to the Graduate Teaching Assistant position carries no University commitment

to reappointment or continuation beyond that specified in the notice of appointment, and these persons are ineligible to vote on matters involving University governance.

3. **Graduate Research Assistant**. This title is assigned to a graduate student who is appointed to assist one or more faculty members conducting academic research or other scholarly work. Persons employed with this title must have completed a baccalaureate degree, have been admitted into the College of Graduate and Professional Studies with provisional or higher status, be enrolled in six or more graduate-level semester hours during each semester of employment (three semester hours for summer term), and possess other qualifications determined by the academic unit offering the position to include substantial appropriate subject matter expertise requisite to the research.

   The Graduate Research Assistant will be supervised by a faculty member designated by the Dean, VPAA, appropriate Vice President, or President.

   Appointment to the Graduate Research Assistant position carries no University commitment for reappointment or continuation beyond that specified in the notice of appointment, and these persons are ineligible to vote on matters involving University governance.

4.3 TYPES OF FACULTY EVALUATION

1. Annual Academic Performance Review

An annual academic performance review shall be submitted for each full-time regular and supplemental faculty member.

2. Reappointment of Regular Non-Tenured Faculty

During the probationary period, a faculty member will be provided by the chair of the academic department with an annual, written evaluation of performance based on the annual academic performance review.

3. Promotion in Rank

Minimum University standards for promotion are defined in Appendix B. The criteria for promotion shall be consistent with the faculty member's annual academic performance review developed, approved, and completed since the last appointment or promotion. Minimum departmental standards as described in 4.3.1 must also be met.

4. Academic Tenure

The tenure decision shall be based on a thorough evaluation of the candidate's total contributions to the mission of the University. The criteria for tenure shall be consistent with the faculty member's annual academic performance review documents developed, approved, and completed since the most recent appointment or promotion.

5. Post-Tenure Review

The criteria for Post-Tenure Review shall be consistent with the faculty member's annual academic performance review documents developed, approved, and completed since the last review. While formal evaluations of tenured faculty are required at least each fifth year, following the last promotion review, formal evaluations may occur more frequently at the request of either the faculty member or the department chair.

4.3.1 Faculty Evaluation Standards

1. Departmental Standards

Given the variety of disciplines, University standards for tenure and promotion are considered to be minimum standards. Each academic department, working within the framework of the University standards, must identify the departmental objectives, faculty activities, and performance standards appropriate to meet those objectives. Department standards shall include evaluation criteria for:

1. Annual Evaluation
2. Promotion
3. Academic Tenure

Departmental standards will be developed by the department's Regular Faculty in cooperation with the department chair. Upon the recommendation of the department chair, the standards will be submitted to the Dean for review and approval. The Dean will submit the approved standards to the VPAA for approval.

Department standards shall be written annually and made available to each faculty member of the department.

2. University Standards

a. Effective Classroom Teaching

Instructional assignments are based upon the expertise of the faculty member and the needs of the academic department. The assignments are made by the department chair in cooperation with the faculty member.

Effective classroom teaching is demonstrated through mastery of a current knowledge base in subject matter taught at an appropriate student level. Such teaching stimulates achievement and practical personal applications by students. A regular review of current literature, research, and strategies for classroom application is necessary for effective teaching. An effective teacher evidences mastery in the classroom by thoroughly integrating skills, knowledge, sensitivity, and perception with the presentation of subject matter.

Effective classroom teaching is characterized by (1) subject matter mastery, (2) curriculum development, (3) course design, (4) delivery of instruction, (5) assessment of instruction and revision as necessary, (6) availability to students, and (7) fulfillment of instructional administrative responsibilities. Some examples of instructional administrative responsibilities are grading papers and recording grades

Means of documenting teaching effectiveness shall include but are not limited to student evaluation of instruction; peer, department chair and/or Dean evaluations; and evidence of student performance, as defined by the department.

b. Research and Creative/Scholarly Activity

Individual faculty research and creative/scholarly activities are defined by the professional interests of the faculty member. While the scope and nature of faculty research and creative/scholarly activity will vary among departments, University faculty shall be involved in scholarly activities, individually or collaboratively, which advance the state of knowledge or performance levels of their respective fields. Both the pursuit of new knowledge or techniques and the application of knowledge in creative ways are valued.

Research and creative/scholarly activity is demonstrated by the active involvement of a faculty member in the pursuit of knowledge and/or the application of knowledge in his/her academic field or discipline. While the scope and nature of faculty research and creative/scholarly activity will vary among departments, University faculty shall be involved in research and creative/scholarly activities, individually and/or collaboratively, which advance the knowledge base and performance levels of their respective fields. Both the pursuit of knowledge or techniques and the application of knowledge or techniques in creative ways are valued. Both the quality and quantity of productivity are considered in assessing the contributions and performances.

Examples of research and creative/scholarly activity are pedagogical research; development of marketable instructional materials or creative artistic works evaluated by juries or panels; participation in professional presentations or performances; publication of articles in refereed or editor-evaluated publications; demonstration of successful grantsmanship; selected unpublished research, books, monographs, inventions, and patented or copyrighted products.

c. Professional and University Service and Public Outreach

Service occurs when a faculty member applies professional expertise beyond the classroom and research and creative/scholarly activity to advance the University and profession. This service should be correlated with the educational needs of the student body and the objectives of the University.

Professional service includes involvement in various professional organizations in a manner that accrues favorable notice to the individual and the University. Evidence of such service may consist of, but is not limited to, memberships in professional organizations appropriate to a faculty member's teaching field or area of responsibility; attendance at meetings; holding of offices; and serving on committees at local, state, regional, and national levels of said professional organizations.

University service activities may consist of, but are not limited to, academic advisement of students, sponsorship of student organizations, membership on ad hoc and standing committees, consultation to other areas of the University, participation in University or program self-study activities, and special assignments or responsible participation in activities which advance the academic programs of the University.

Student Advisement

Academic advisement is a very important service responsibility for faculty. Advisors are expected to assist students with enrollment, to counsel them about career options, to provide them information about deadlines and checkpoints, and to monitor their progress through programs. The department chair selects faculty to serve as advisors. A recommended maximum advisement load is approximately forty students.

Committees and Advisory Service

University service activities include sponsorship of student organizations, membership on ad-hoc and standing committees, consultation to other areas of the University, and participation in activities that advance the academic programs of the University.

Professional Activities

Membership in selected professional organizations appropriate to a faculty member's assignment is a basic responsibility. Involvement in professional organizations at local, state, regional, and nationwide levels consists of attending meetings, holding offices, and serving on committees.

Public Outreach

Service at large occurs when a faculty member contributes professional expertise pro bono to the activities of governmental, public schools, or other public and service agencies. The contribution may be in, but is not limited to, the following roles: consultant, program participant, member of a board or task force, or advisor.

d. Performance of Non-Teaching or Administrative Duties

Non-teaching or administrative duties include, but are not limited to, student advisement in the Academic Advising Center; departmental management; public relations; classroom, studio, office, or other physical facility management; personnel management; equipment and supplies management; fiscal management; and time management.

These assignments are based upon the needs of the department, the school, and the University. Such assignments will be developed cooperatively between the faculty member and department chair or appropriate administrative officer.

4.3.2 Annual Academic Performance Review

Effective teaching; scholarly research and creative/scholarly activity; and professional and University service and public outreach; and performance of non-teaching or administrative duties are the professional responsibilities at the University. While this is primarily a teaching University, it is a basic principle of higher education that scholarly activity informs effective teaching.

At the same time, the University faculty contributes richness to the culture of the community at large through their unique skills and talents. Evaluation of faculty performance includes these four areas and provides a critical process for continuous improvement of the University and faculty.

a. The Annual Academic Performance Review is designed to promote and improve faculty development and performance.

b. The Annual Academic Performance Review should provide important information for promotion, tenure, and post-tenure review decisions as well as merit salary increases.

c. The Annual Academic Performance Review covers a year of performance except in certain instances; i.e., new faculty, faculty on leave.

d. The Annual Academic Performance Review should utilize several sources of data, and these sources shall be clearly communicated by the department.

e. The Annual Academic Performance Review should be individualized and flexible, and take into consideration the University's nature, directions, and priorities, the administrative unit's needs, and the individual's interests consistent with Faculty Evaluation Standards (4.3.1) including University Standards and annually reviewed and approved Departmental Standards.

f. The Annual Academic Performance Review should include only activities, contributions, and involvements directly related to the University or to the faculty member's educational field.

4.3.3 Annual Academic Performance Review Documents

1. Annual Plan

The Annual Plan, composed at the beginning of the evaluation review cycle, will identify areas for continued growth and the development of the faculty member in relation to the goals and mission of the department and the University.

2. Annual Appraisal Report

The Annual Appraisal Report shall be based on the Annual Plan maintained in the academic department. The Appraisal Report is an overview of performance covering the current evaluation cycle. It is comprised of a brief statement describing the accomplishments for each exemplar listed in the Annual Plan and a rating assigned to each criterion. An overall rating combining all categories along with a summary paragraph is also submitted. Completion of the Annual Appraisal Report is based upon a conference of the department chair and the individual faculty member during which the overall self-rating by the faculty member and the chair's rating of the faculty's member's overall performance are finalized.

The written format of both the Annual Plan and the Annual Appraisal Report shall be determined by the faculty of each department. Any form those documents take shall be consistent with the Annual Academic Performance Review Faculty Evaluations Standards (Section 4.3.1), the minimum weights of each performance category (Section 4.3.4), and the Annual Academic Performance Review Rating Scale (Section 4.3.5).

Appendix C provides an optional form that departments may adopt in lieu of developing their own as part of the Annual Plan and Annual Appraisal Report documents.

4.3.4 Annual Academic Performance Review Categories and Minimum Weights

The Annual Academic Performance Review is based on four categories of faculty responsibilities. Each category has a weighted minimum percentage set by the University according to faculty duties.

In the Annual Plan, each regular faculty member in negotiation with the department chair establishes individualized percentages for every appropriate category, to total 100%. Emphases in each category should reflect the faculty member's interests and goals, as well as those of the department and the University.

In a situation where a faculty member's assignment is significantly modified during the academic year, the weighting of performance categories may be renegotiated to reflect the modified assignments.

University minimum weights of each category for tenured and tenure track faculty are as follows:

Category 1	Teaching	50%
Category 2	Research and/or Creative/Scholarly Activity	10%
Category 3	Professional and University Service and Public Outreach	10%
Category 4	Performance of Non-teaching or Administrative Duties	0%

All faculty members are rated on negotiated criteria in Categories 1, 2, and 3, based on established limits. Those duties or assignments that result in a reduced teaching load will also be considered in Category 4.

Faculty members with non-tenure track appointments will be evaluated in Category 1 and at least one other category as determined in negotiations with the department chair. When only two

categories are evaluated, the maximum percentage allowed in Category 1 is 90%.

Department chairs shall have an established weight of 50% in Category 4, a minimum weight of 25% in Category 1, and the remaining percentage to total 100%, from at least one additional category as determined in negotiation with the Dean.

4.3.5 Annual Academic Performance Review Categories and Rating Scale

The department chair assumes that the faculty member is functioning at a level of "satisfactory" unless there is evidence to the contrary. For a rating lower than satisfactory, the chair has the responsibility of presenting evidence; for a rating higher than satisfactory, the faculty member has the responsibility of presenting evidence. An overall performance rating of the categories is determined by the relationship among the weighted percentages and the composite ratings from each category.

Category 1: Effective Classroom Teaching

All regular faculty members shall be rated in Category 1. All seven goals, defined in section 4.3.1.2.a, shall be addressed in the faculty member's Annual Plan. In the Annual Appraisal Report, each goal will be rated independently by the faculty member and department chair according to University and departmental standards. Ratings for each goal shall be combined to produce an overall self-rating in the category. The overall rating must be substantiated by multiple sources of evidence. For example, results from student evaluations, peer-evaluations, evidence of student proficiency, and other relevant sources of evidence should be cited to support the overall rating.

Category 1 should be evaluated primarily within the university. Thus, qualitative and quantitative departmental and university standards should be used in determining ratings. While some statewide recognition or recognition beyond the state is possible in this category, such recognition is not expected or necessary to achieve very good (4) or outstanding (5) ratings.

Category 2: Research and / or Creative/Scholarly Activity

All tenured and tenure track faculty shall be evaluated in Category 2. The applicability of this category for regular non-tenure track faculty members will be determined by the department chair in negotiation with the faculty member. All goals to be evaluated shall be listed in the faculty member's Annual Plan. In the Annual Appraisal Report each goal will be rated independently by the faculty member and department chair according to University and departmental standards. Ratings for each goal shall be combined to produce an overall self-rating in the category. Evidence appropriate for each goal listed on the Annual Plan should be cited.

Statewide recognition is required in Category 2 for a rating of very good (4). Recognition beyond the state is required for an outstanding rating (5).

Category 3: Professional and University Service and Public Outreach

All tenured and tenure track faculty shall be evaluated in Category 3. The applicability of this category for regular non-tenure track faculty members will be determined by the department chair in negotiation with the faculty member. All goals to be evaluated shall be listed in the faculty member's Annual Plan. In the Annual Report, each goal will be rated independently by the faculty member and department chair according to University and departmental standards. Ratings for each goal shall be combined to produce an overall self-rating in the category. Evidence appropriate for each goal listed on the Annual Plan should be cited.

Category 3 should be evaluated primarily within the University. Thus, qualitative and quantitative departmental and university standards should be used in determining ratings. While some statewide recognition or recognition beyond the state is possible in this category, such recognition is not

expected or necessary to achieve very good (4) or outstanding (5) ratings. However, the Professional Service component of Category 3 offers more opportunities for statewide recognition or recognition beyond the state and should be rated accordingly.

The ratings on the evaluation scale are as follows:

5	**OUTSTANDING:**	Performance is among the best of colleagues in similar appointments in similar institutions in the respective field nationwide. On applicable criteria, faculty member has recognition beyond the state.
4	**VERY GOOD:**	Performance is among the best of colleagues in similar appointments in similar institutions in the respective field statewide. On applicable criteria, faculty member has statewide recognition.
3	**SATISFACTORY:**	Performance is productive, effective, and consistent with the achievement of the emphases, objectives, and interests of the University, the department, and/or the individual.
2	**MARGINAL:**	Performance is less than adequate for achieving the emphases, objectives, and interests of the University, the department, and/or the individual.
1	**UNSATISFACTORY:**	Performance fails to contribute to the achievement of the emphases, objectives, and interests of the University, the department, and/or the individual.

4.3.6 Annual Academic Performance Review Procedures and Timeline: For Regular Faculty

1. **By September 1,** the faculty member and the department chair meet and discuss Annual Plan for the current year and the Annual Performance Review from the previous year.

2. **By September 15,** the faculty member shall revise and update the Annual Plan for the current year to include any activities completed since the last evaluation and any continuing projects. The faculty forwards the revised plan to the department chair. The department chair shall send the previous year's Annual Academic Performance Review, a draft of the current year's Annual Plan, and other documentation (if applicable) to the Dean.

3. **By October 15,** having received written input from the Dean, the faculty member and the department chair shall meet to revise and complete the current year's Annual Plan.

4. **By March 1,** the faculty member shall submit to the department chair a self-evaluation of the previous year's accomplishments and a self-rating of each criterion, in addition to an overall self-rating of performance.

a. The faculty member shall complete the Annual Appraisal Report.

b. Before the March conference with the department chair, the faculty member shall conduct a self-evaluation of the year's accomplishments and succinctly describe progress for each goal listed in the Annual Plan. A brief statement indicating whether the goal was fully accomplished, partially accomplished, or not addressed is appropriate.

c. As the faculty member formulates an overall self-rating in Category 1, he/she shall rate each of the seven required criteria/goals listed in 4.3.2.1.a, Effective Classroom

teaching. Ratings for each criterion/goal shall be combined to give an overall self-rating. The overall rating must be substantiated by multiple sources of evidence. For example, results from student evaluations, peer evaluations, evidence of student proficiency, and other relevant sources of evidence should be cited to support the overall rating.

d. In Category 2, research and/or creative/scholarly activity, evidence appropriate for each goal listed on the Annual Plan should be cited. Overall ratings should reflect both University and departmental evaluation criteria.

e. In Category 3, professional and University service and public outreach, evidence appropriate for each goal listed on the Annual Plan should be cited. Overall ratings should reflect both University and departmental evaluation criteria.

f. The faculty member shall write a summary paragraph that combines each applicable category to give an overall cumulative rating for performance. Numerical ratings for each goal and overall ratings for each applicable evaluation category, as well as the cumulative overall rating shall be indicated within, or as an attachment to the report.

g. When the self-evaluation is complete, the faculty member shall forward all Annual Academic Performance Review documents to the department chair.

5. **By March 15,** the department chair shall schedule a conference with the faculty member to discuss the chair's appraisal of the faculty member's performance for that evaluation cycle. Before the conference, the department chair shall review the faculty member's Annual Academic Performance Review Documents including the Annual Plan, and Annual Appraisal Report, along with any supporting materials. The chair shall make his/her own evaluation of the faculty member and mark the rating on the Annual Appraisal Report document. During the conference, the chair shall present the completed Appraisal to the faculty member. The document is signed by both the department chair and the individual faculty member. The faculty member's signature denotes that the evaluation has been conducted according to approved procedures. It does not necessarily mean agreement with the ratings. The chair shall also send a copy of the completed Appraisal completed by the faculty member and chair along with the Annual Plan and other documentation (if any) to the Dean. If the faculty member disagrees with the chair's appraisal, he/she shall have ten working days to forward a rebuttal to the Dean.

6. **By April 15,** the Dean shall write brief comments about the completed Annual Academic Performance Review, returning a copy to the department chair and to the faculty member.

4.3.7 Non-Reappointment

The Board of Regents delegates to the President the authority to reappoint or not to reappoint non-tenured faculty members. The VPAA will notify the faculty member not later than March 1 prior to termination of the current appointment. Notification of non-reappointment will be made by certified mail with return receipt requested. Decision not to reappoint may be without specific cause. Reappointment or non-reappointment by the University is subject to approval by the Board of Regents.

4.4 PROMOTION IN RANK

a. The interests of the University will best be served through a spirit of cooperation and a sense of mutual confidence among the faculty, the department chairs, the academic deans, the VPAA, and the President. The procedure for recommending promotion in rank is designed to

systematize as well as to encourage such cooperation and mutual confidence.

b. The University continually seeks to build and improve its academic stature. A major mechanism for strengthening the University academically is a sound and consistent promotion policy that demands and rewards faculty academic development.

c. Promotions in academic rank for tenured faculty are granted by the Board of Regents upon recommendation of the President. Determination of merit and recommendation for granting promotion in rank shall be in accordance with departmental standards, the promotion policies and procedures of the University, and the professional judgment of the individuals involved in the evaluation process.

d. Faculty must meet the standards regarding academic credentials, length of service, and Category 1, Effective Classroom Teaching, to be eligible for promotion. Evaluation of the faculty member's performance in the other categories shall be based upon individualized criteria negotiated in the faculty member's Annual Plans approved by the department chair and the Dean. (See Appendix B.)

4.4.1 Promotion Procedures and Timeline

The following steps outline the procedures in the promotion process. A Portfolio Transmittal Form to certify the receipt dates and transmittal dates at each step of the promotion process must accompany the request.

It is the responsibility of the individual faculty member to monitor the flow of materials through the process. At each stage of the promotion process, previous recommendations and any rebuttals should be forwarded with other documents. At any step in the process, the faculty member may withdraw a request for promotion in rank.

Step 1–By October 15, the faculty member files a written request with the department chair. It is the responsibility of the individual faculty member to initiate the request for a promotion in rank and to prepare the portfolio of materials. The request must be accompanied by a portfolio exhibiting documentation of effective teaching, research and creative/scholarly activity; and professional and University service and public outreach; and performance of non-teaching or administrative duties, if appropriate. The portfolio must include the annual evaluation documents. The department chair will advise the faculty member in preparation of this request.

Step 2–By November 1, a Personnel Committee shall be formed. The department chair shall call a meeting of the Personnel Committee to initiate discussion of the request and submit the portfolio of materials to the Committee.

The Personnel Committee shall be composed of five tenured faculty members of the department of equivalent or higher rank to the rank sought by the faculty member undergoing review unless another arrangement has been approved in writing by the Dean and the VPAA. In the case that a department has more than five eligible tenured members of equivalent or higher rank, members of the Personnel Committee will be selected by the Dean in consultation with the faculty member and the eligible tenured members of the department of equivalent or higher rank. In the case that a department has fewer than five tenured members of equivalent or higher rank, additional members will be selected by the Dean in consultation with the faculty member and the eligible tenured members of the department of equivalent or higher rank. In the case of a joint appointment, the second department will be given an opportunity to provide input. In other exceptional cases, as determined by the VPAA, a senior faculty member outside the department but within the School shall be added to the Personnel Committee, such member being chosen by the faculty member under review from a list of three candidates selected by the VPAA.

Step 3–By November 15, after each member of the Personnel Committee critiques the portfolio and each performance criterion, the faculty member's performance shall be reviewed, discussed, and evaluated by the Personnel Committee. In the course of the review the faculty member shall have the opportunity to meet with the Personnel Committee. After completion of the review, the Personnel Committee shall then send the portfolio and the Committee's written decision to recommend or not recommend promotion to the department chair.

Step 4–By December 1, the department chair reviews the portfolio, evaluates each performance criterion, and considers the recommendation of the department personnel committee to decide to recommend approval or disapproval of the request. In either instance, the department chair notifies the faculty member of the action, providing reasons in writing for the decision, and forwards the request with an evaluation and a statement recommending approval or disapproval to the Dean. If the chair recommends disapproval of the request, the faculty member shall have ten working days to forward to the Dean a rebuttal of the chair's recommendation.

Step 5–By January 15, the Dean reviews the portfolio, evaluates each performance criterion, and decides to recommend approval or disapproval of the request. In either instance, the Dean notifies the department chair and the faculty member of the action, providing reasons in writing for the decision, and forwards the request with an evaluation and a statement recommending approval or disapproval to the VPAA. If the Dean recommends disapproval of the request, the faculty member will have ten working days to forward to the VPAA a rebuttal of the Dean's recommendation.

Step 6–By February 15, the VPAA reviews the portfolio, evaluates each performance criterion, and decides to recommend approval or disapproval of the request. The VPAA will then forward a recommendation concerning the request and all documentation to the President. The Vice President for Academic Affairs will also provide reasons in writing for the decision to the Dean, the department chair, the Personnel Committee, and the faculty member.

Step 7–By March 15, upon receiving all recommendations from the VPAA, the President decides either to approve or disapprove the request. If approved, the recommendation is forwarded to the Board of Regents, normally at the May meeting. The President informs the VPAA of the decision. In turn, the VPAA notifies the Dean, the department chair, the personnel committee, and the faculty member in writing. A decision by the President to disapprove a request for promotion should be accompanied by reasons in writing.

4.5 ACADEMIC TENURE

a. Tenure is 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.

b. 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 the following areas: 1) teaching; 2) research and creative/scholarly activity; 3) and professional and University service and public outreach; and 4) performance of non-teaching or administrative duties, if appropriate. The academic department may formulate standards for this review and determine the appropriate weight to be accorded each criterion consistent with the mission of the academic unit.

c. Tenure is granted by the Board of Regents upon recommendation of the President. Determination of merit and recommendation for granting tenure shall comport with the criteria and policies and procedures contained in this section.

d. Tenure shall be granted only by written notification after approval by the Board of Regents. Only full-time faculty members holding the academic rank of Assistant Professor, Associate Professor, or Professor may be granted tenure.

e. Notwithstanding any other provisions herein, to the extent prohibited by the Governor's Executive Order 2026-07, and in accordance with Board of Regents Policy, no new tenure-track appointments will be made after February 5, 2026. Appointments made after that date will be non-tenure track appointments.

4.5.1 Concepts Regarding Tenure

1. The interests of the University will best be served through a spirit of cooperation and a sense of mutual confidence among the faculty, the departments, the academic Deans, the VPAA, and the President. The procedure for recommending tenure is designed to systematize as well as to encourage such cooperation and mutual confidence.

2. A maximum of sixty-five percent of the full-time faculty at the University may hold tenure at any one time. In the event the sixty-five percent limit is reached, there will be no additions to the tenured faculty at the University. However, the tenure process on campus will continue. Faculty members recommended for tenure will be placed in a priority-hold status by year, pending vacancies. As tenured positions become available, faculty members will be removed from tenure-hold according to the following criteria in decreasing order of importance: longest time on tenure-hold, longest service to the University, highest rank, and longest tenure-eligible service.

3. The University acknowledges the following AAUP statement on tenure: "The heightened protection of the tenured faculty is not a privilege, but a responsibility earned by the demonstration of professional competence in an extended probationary period leading to a tenured position with its 'rebuttable presumption of professional excellence'" "*Post-tenure Review: an AAUP Response"*.

4. Under exceptional circumstances, a new faculty member may be recommended for tenure by a department chair, an academic Dean, the VPAA, or the President without going through the normal process.

5. In the event that one of the deadlines in the tenure process falls on a weekend or holiday, the deadline becomes the next working date at the University.

6. After the tenure process is completed, the following action should be taken:

a) The results of all balloting and recommendations from the Dean, department chair, and VPAA will be placed in the personnel file of the candidate.

b) The portfolio and a copy of all recommendations will be returned to the candidate.

7. Once the tenure process had been initiated, it must be completed.

8. Once an application for tenure has been denied a faculty member may not apply for tenure again.

9. Any exception to the policy on tenure is subject to approval of the President and the Board of Regents.

4.5.2 Periods of Appointment and Tenure

Faculty members holding the academic rank of Assistant Professor, Associate Professor, or Professor may receive tenure at any time. A probationary period will be defined for each faculty member at the time of initial appointment consistent with Section 4.5.4. Six years shall be the maximum probationary period for the eligible faculty member to attain tenure. Notwithstanding any other provisions herein, to the extent prohibited by the Governor's Executive Order 2026-07, and in accordance with Board of Regents Policy, no new tenure-track appointments will be made after February 5, 2026. Appointments made after that date will be non-tenure track appointments.

If, at the end of six years any faculty member has not attained tenure, the faculty member may be retained on the faculty until the end of the academic year following that in which there was notification of the denial, unless there are reasons (under Section 4.5.6) to the contrary. For the purpose of determining probationary employment of faculty members for tenure consideration, sabbatical leave counts as a part of the period of probationary employment, and a leave of absence is not included as part of the probationary period.

4.5.3 Procedure and Timeline for Requesting Tenure

The normal procedure for granting tenure is initiated by the faculty member during the fifth or sixth year of service to the University in a tenure track position. The following steps outline the normal process:

A Portfolio Transmittal Form to certify the receipt dates and transmittal dates at each step of the tenure process must accompany the request and is available in the University Forms folder on the intranet. It is the responsibility of the faculty member to monitor the flow of materials through the process. At each stage of the tenure process, previous recommendations and any rebuttals should be forwarded with other documents.

Step 1–By October 15:

The faculty member files a written request for tenure with the department chair. It is the responsibility of the individual faculty member to initiate the request for tenure and to prepare the portfolio of materials. The request must be accompanied by a portfolio exhibiting documentation of excellence in teaching, in research and creative/scholarly activity; and professional and University service and public outreach, and in performance of non-teaching or administrative duties, if appropriate. The portfolio must also include the Annual Academic Performance Review documents.

Step 2–By November 1:

A Tenure Committee shall be formed. If there are at least five (5) tenured faculty members within the department, all serve as the Tenure Committee. In the event that the number of tenured faculty members in the department is fewer than five, the Dean, in consultation with the faculty member and the tenured faculty members of the department, shall select additional members to form a group of at least five tenured faculty members that will serve as the Tenure Committee.

Step 3–By November 15:

The Department Chair shall call a meeting of the Tenure Committee to initiate discussion of the request. After each member of the Tenure Committee critiques the portfolio and each performance criterion, the faculty member's performance shall be reviewed, discussed, and evaluated by the Tenure Committee. This review shall be conducted in a manner that allows for input from non-tenured colleagues, students, and alumni, as well as administrative information from the department chair. The department chair however is not allowed to participate in Committee deliberations. In the course of the review, the faculty member shall have the opportunity to meet with the Tenure

Committee. After completion of the review, a poll by secret ballot of the Tenure Committee will be taken to determine whether a recommendation for the granting of tenure will be made. A simple majority rule shall prevail. The Tenure Committee shall then send the portfolio, the Committee's vote, and the recommendation to grant or to deny to the department chair. The Committee's recommendation should be signed by all members of the committee denoting the process was conducted according to procedures. All ballots are to be retained by the chair of the Tenure Committee until a final decision is reached concerning the request.

Step 4–By December 1:

The department chair shall review the Tenure Committee's vote, critique the portfolio, evaluate each performance criterion, and decide whether to recommend the granting of tenure. The department chair will then forward a recommendation concerning the request and all documentation to the Dean. The department chair will also provide in writing a statement of his/her action to the Tenure Committee and the faculty member. If the chair recommends disapproval of the request, the faculty member will have ten working days to forward to the Dean a rebuttal of the chair's recommendation.

Step 5–By January 1:

The Dean shall review the department chair's recommendation, and the Tenure Committee's vote, critique the portfolio, evaluate each performance criterion, and decide whether to recommend the granting of tenure. The Dean will then forward a recommendation concerning the request and all documentation to the VPAA. The Dean will also provide a written statement of his/her action to the department chair, the Tenure Committee, and the faculty member. If the Dean recommends disapproval of the request, the faculty member will have ten working days to forward to the VPAA a rebuttal of the Dean's recommendation.

Step 6–By February 1:

The VPAA shall review the Dean's recommendation, the chair's recommendation, and the Tenure Committee's vote and recommendation, and decide whether to recommend or not recommend the granting of tenure. The VPAA recommends granting or denying tenure and notifies the President and the faculty member in writing. The VPAA will also provide a written statement of his/ her action to the Dean, the department chair, and the Tenure Committee.

Step 7–By March 1:

Upon receiving a recommendation from the VPAA, the President decides to approve or disapprove the request for tenure.

If the President approves the request for tenure, she/he shall recommend the granting of tenure to the Board of Regents, normally at the May meeting. The President then reports the action of the Board of Regents to the VPAA, the Dean, the department chair, and the faculty member.

If the President disapproves the request for tenure, she/he shall notify the VPAA, the department chair, the Tenure Committee, and the faculty member. A decision by the President to disapprove a request for tenure shall be accompanied by reasons in writing.

Since only the Board of Regents may grant tenure based upon a recommendation by the President, de facto tenure is not recognized by the University.

4.5.4 Probationary Periods for Tenure Track Faculty

1. Notification of Employment

The Employment Letter furnished to a candidate for appointment to the faculty shall specify,

in addition to the rank and salary, the length of the probationary period for the appointment and any special conditions pertaining to the appointment. All such conditions must be set forth in writing by the VPAA and approved by the President whenever any faculty appointment is offered.

2. Commencement Date of Probationary Period

The probationary period for a faculty member whose effective date of appointment is later than the start of the academic year but no later than the first day of the second semester will be considered as dating from the beginning of the first semester, provided that the department or division in question records in writing its prior agreement to such an arrangement. If the effective date of appointment is later than the first day of the second semester, the probationary period shall begin with the first semester of the next academic year. (The beginning of academic year appointments is August 15, and the beginning of the second semester is January 1.)

3. Term of Probationary Period for Professors

A new faculty member appointed at the rank of Professor may be given tenure from the date of appointment, or a probationary period may be set. Persons with three or more years of prior service may have a probationary period of no more than three years. The probationary period's length shall be set at the time of offer by the tenured members of the appointee's academic department, subject to agreement by the Dean, the VPAA, and the President. If a majority of the department's tenured faculty members do not favor tenure upon appointment, the determination of tenure shall be made in the regular fashion, as specified in Section 4.5.2.

4. Term of Probationary Period for Assistant and Associate Professors

For a faculty member who is eligible for tenure and whose initial appointment is at the rank of Assistant Professor or Associate Professor, the probationary period shall be no more than six academic years or 12 regular semesters, and will be established in the formal offer of employment letter from the VPAA to a faculty applicant. Included in the probationary period may be prior full-time service (up to a maximum of three years) in professorial ranks at other institutions of higher education, or prior regular full-time service (up to a maximum of three years) that the appointee may have performed in the past at the University in the rank of Instructor or above subject to approval by the President after consideration of the recommendations of the appropriate department chair and Dean. Prior full-time service as Instructor or in a comparable non-professorial rank at other institutions of higher education and prior full-time service on temporary appointments at the University may also be included as part of the probationary period if this arrangement is agreed upon in writing at the time of the first regular appointment. The parties to such an agreement are the appointee, the academic department chair, the Dean, and the VPAA.

5. Converting from Part-Time to Full-Time Service

Whenever an untenured part-time faculty member converts from part-time to full-time service, with the rank of Assistant Professor or above, specific written understanding must be approved by the VPAA as to if and how the period of part-time service will be counted toward satisfying the probationary period for tenure.

6. Family Medical Leave During Probationary Period

If a tenure-track faculty member takes Family Medical Leave, the probationary period prior to a tenure decision may be extended for one year at the written request of the faculty

member with approval of the President after consideration of the recommendations of the appropriate department chair, Dean, and VPAA.

7. Annual Performance Evaluation During Probationary Period

During the probationary period, a faculty member will be provided by the chair of the academic department with an annual, written evaluation of performance. Such annual evaluation shall be provided prior to the applicable notification deadline for reappointment, with a copy sent to the Dean and the VPAA (See Section 4.3).

8. Starting Date for Tenured Appointments

Faculty members accorded tenure normally will commence their tenured appointments in the academic year immediately following the Board of Regents' action.

4.5.5 Notification of Denial of Tenure

A faculty member at any rank who is denied tenure may be retained on the faculty until the end of the academic year following that in which there was notification of the denial, unless there are reasons (under Section 4.5.6) to the contrary.

4.5.6 Minor and Severe Sanctions Policy

The University strives to exercise great care in selecting its faculty appointees and to confer tenure upon only those faculty members who have demonstrated their merit for tenured appointment. For that reason, the imposition of severe sanctions such as a dismissal proceeding involving a tenured faculty member (abrogation of tenure) or termination of a non-tenured faculty member outside of non-renewals pursuant to Section 4.3.8 should be an exceptional event. Although such measures may be required infrequently, the purpose of this policy is to establish procedural safeguards for the imposition of sanctions that preserves both the integrity of the University and the rights of faculty members against whom sanctions may be imposed.

1. Minor Sanctions

The chair of the academic unit with approval from the dean, has the power to impose minor sanctions. A faculty member against whom the imposition of minor sanctions is sought must be informed in writing of the basis for the action. While it is not possible to specify all grounds for which minor sanctions may be sought, they include, but are not limited to, the following:

a. Neglect of duty or failure to carry out normal and expected satisfactory teaching, research, or service responsibilities

b. Unprofessional conduct adversely affecting the functioning of the area, department, college, or University

c. Failure to adhere to certain University policies. However, a faculty member may not appeal a prior finding of a violation of University policy by a University administrative officer or body when such finding has already been appealed under that particular policy (e.g. Institutional Equity matters, Research Misconduct, etc.)

Minor sanctions may include, but are not limited to, suspension of public-facing assignments such as clinic assignments, suspension of travel privileges for not more than thirty (30) days, and/or restitution to the University. A faculty member who believes the sanctions are unfair/unsupported may appeal any sanction(s) to the VPAA within fifteen (15) University business days of notice of the sanction(s). The VPAA will review the sanction(s) imposed,

meet with the faculty member if requested, and decide to affirm, modify, or revoke the minor sanctions. The decision of the VPAA is final.

2. Grounds for Abrogation of Tenure, Dismissal, and Other Severe Sanctions

Although it is not possible to specify all grounds for which abrogation of tenure, termination of employment, or severe sanctions may be sought, these grounds include, but are not necessarily limited to, the following:

a. Professional incompetence or dishonesty, including but not limited to, academic dishonesty, or misuse of University property or resources;

b. Substantial, manifest, or repeated failure to fulfill professional duties or responsibilities;

c. Substantial, manifest, or repeated failure to, and/or refusal to adhere to University policies. However, a faculty member may not appeal a prior finding of a violation of University policy by a University administrative officer or body when such finding has already been appealed under that particular policy (e.g. Institutional Equity matters, Research Misconduct, etc.); and

d. Personal behavior preventing the faculty member from satisfactory fulfillment of professional duties or responsibilities.

3. Non-disciplinary termination(s)

Non-disciplinary terminations are not severe sanctions. A faculty member may request a hearing to challenge a non-disciplinary termination using the procedures for hearings before the Faculty Appellate Committee. However, challenges of non-disciplinary terminations are limited to the following grounds as appropriate: the fact of the change in worksite without authorization, inability to perform essential functions, the relevance of the criminal conviction, or the credentials required for the faculty member's position.

a. Change of worksite. A faculty member is generally expected work in the state of Oklahoma (or other assigned University site), except where mutually agreed and authorized pursuant to a remote work agreement approved by the dean and Vice President for Academic Affairs. Changes to work locations, whether to another state or abroad, subject the University to payroll and tax burdens. Faculty members residing in other states or abroad, without prior written authorization from the VPAA, must request such authorization within (5) days of being informed of the violation. If the VPAA does not give such authorization within twenty (20) days of this request, the faculty member will be ineligible for continued employment;

b. Inability to perform essential functions. A faculty member who is unable to perform the essential functions of the faculty member's position, with or without a reasonable accommodation, is ineligible for continued employment;

c. Criminal convictions. A faculty member who has (1) pleaded guilty or nolo contendere or who has been found guilty before a court of competent jurisdiction of a violation of a law relating to dishonesty, violence, or where such plea or conviction prevents the faculty member from satisfactorily fulfilling professional duties or responsibilities, or (2) a faculty member that has violated a court order when such violations relate to the faculty member's proper performance of professional responsibilities is ineligible for continued employment. As noted above, faculty members who have been terminated pursuant to this provision may request a

hearing before on the grounds their plea does not satisfactorily prevent the faculty member from fulfilling their professional duties or responsibilities; however, such hearings are not forums for faculty members to change their plea or relitigate the facts that form the basis for the plea;

d. Loss of credentials. A faculty member who has lost the professional licensure or credentials required for the faculty member's position is deemed no longer eligible for employment; and

e. Financial exigency. Tenured faculty members or faculty members terminated prior to the expiration of their appointment pursuant to the University's policy on financial exigency.

4. The Non-Discrimination Policy, the Sexual Misconduct, Discrimination, and Harassment Policy, and the Consensual Sexual Relationships Policy

The University's Non-Discrimination Policy; the Sexual Misconduct, Discrimination, and Harassment Policy; and the Consensual Sexual Relationships Policy and their associated grievance procedures set forth the policies and procedures for all grievances, appeals, and sanctions related to any form of discrimination or harassment prohibited by University policy. Violations of those policies are not within the jurisdiction of the Faculty Appellate Committee unless jurisdiction is granted pursuant to those policies. The Institutional Equity Office policies and procedures, currently found at https://www.ou.edu/eoo.html, may provide for specific ad hoc hearing committees with specialized training other than the Faculty Appellate Committee.

5. Leave of Absence Pending a Formal Hearing or Appeal of Severe Sanctions

Upon consultation with or recommendation by the department chair, the VPAA, or the dean, with approval from the VPAA, has the power to place a faculty member on a leave of absence pending proceedings under Section 4.5.6.8 of this policy. The duration of leave should be determined based on the circumstances giving rise to the hearing or appeal.

Alternatively, the VPAA may assign the faculty member to other duties or a redistribution of effort in lieu of leave. Any leave of absence, reassignment, or redistribution of effort imposed under this section is not in itself a sanction under Section 4.6.2 that can be appealed pursuant to this policy.

In cases where the President recommends abrogation of tenure or termination of employment, the President may place the faculty member on unpaid leave if and once the Chair of the Faculty Appellate Committee for the Dismissal or Suspension of Faculty Members ("the Appellate Committee") has determined the matter will proceed to a formal hearing pursuant to 4.5.6.9. Should the Appellate Committee find in favor of the faculty member, the faculty member will receive to any base compensation withheld while on leave without pay.

6. Process for Termination of Employment or Abrogation of Tenure

Prior to initiating formal proceedings for termination or abrogation of tenure the dean of the school shall meet with the faculty member, unless reasonably prevented from doing so. The meeting may result in agreement that the formal proceedings should not be initiated or that the best interest of the tenured faculty member and the University would be served by the faculty member's resignation. If this meeting does not result in mutual agreement, the dean will submit a recommendation in writing with rationale to the faculty member, the VPAA and the President. If the President agrees with the recommendation, the President must notify the faculty member and the Faculty Appellate Committee in writing of the agreement and

request a hearing in which the University will be the Complainant. The President's notice shall include a copy of the recommendation for abrogation.

If the faculty member agrees with the President's recommendation or otherwise does not wish to contest the recommendation, the faculty member can decline to participate in the hearing and, the recommendation for abrogation shall proceed to the Board of Regents as uncontested. If at any point during the hearing process, the faculty member ceases participation, the hearing process will terminate and the President's recommendation shall proceed to the Board as uncontested.

The Board of Regents shall give all reasonable consideration to the recommendations of the President and, if applicable, the Appellate Committee before making a decision. Only the Board of Regents has the power to abrogate tenure.

7. Process for Other Severe Sanctions

Disciplinary action will begin with a meeting between the faculty member, the department chair, and the dean of the appropriate school. If, as a result of the conference, the dean finds that the conduct warrants the imposition of severe sanctions, a written recommendation for action and the rationale for the action will be forwarded to the faculty member and the VPAA. At the VPAA's discretion, the VPAA can request to meet with the faculty member to discuss the proposed disciplinary action. The VPAA will review the proposed disciplinary action, conduct additional inquiry if necessary, and notify the faculty member of whether a severe sanction will be imposed and a copy of the disciplinary action will be placed in the faculty member's personnel file.

A faculty member may appeal a severe sanction by requesting a hearing in writing to the Appellate Committee within twenty (20) University business days after receipt of the VPAA's notice. The Chair of the Faculty Appellate Committee may grant an extension for good cause shown, not to exceed twenty (20) days. If the faculty member does not file a timely, written appeal, the severe sanction will be final. If the faculty member submits a timely, written appeal, the Appellate Committee will follow the procedures outlined below and forward any final recommendation to the President. The President shall give all reasonable consideration to the recommendations of the Appellate Committee and make a decision to uphold, modify, or revoke the severe sanction which shall be final.

8. Appellate Committee on Dismissal or Suspension of Tenured Faculty Members

The University shall institute an Appellate Committee which shall consist of at least twelve tenured faculty members, ten of whom shall be nominated or elected by the faculty governing body of the University and two members appointed by the President of the University. A quorum shall be five (5) members or a majority of qualified members of the Appellate Committee. Initially, one half of the elected members shall be elected for twelve-months and one half shall be elected for twenty-four (24) months; thereafter, one half shall be elected each year. No member may serve more than two consecutive terms.

At least one alternate member of the Appellate Committee shall be elected to serve in the event a regular member is unable to serve. The Appellate Committee may be advised by a representative from the Office of Legal Counsel. The incumbent Committee shall serve until the completion of any case pending at the time their term of service expires. The decision of the Committee will be based on majority vote. The Committee will elect its own chair, who will have the right to vote.

9. Faculty Appellate Committee Procedures for Recommendations Regarding Abrogation of Tenure, Termination of Employment, and Appeals of Severe Sanctions

After the Appellate Committee has received a notification that termination of employment or abrogation of tenure proceedings have been initiated or after the faculty member has requested a hearing before the Appellate Committee to appeal a severe sanction, the Chair of the Appellate Committee will review the request to determine whether it is within the review authority of the Committee under University policy and whether the request is timely. If the request is timely and within the Committee's review authority, the process will continue. If the request is not timely and/or appealable, the Chair shall notify both parties and the process will end. In cases where the Chair is Committee's review authority, the Chair may contact the appropriate party to clarify the request or cure any deficiencies in the request, if appropriate. The Committee Chair's decision is final.

Within ten (10) University business days of receipt, the Chair of the Committee shall appoint a pre-hearing panel and hold a pre-hearing conference by meeting with the University and the faculty member. The Chair of the Committee shall chair the prehearing panel. The purpose of the pre-hearing meeting is to determine whether a matter should proceed to a formal hearing. Requests for hearings that are untimely, frivolous, duplicative, unrelated to University business, or outside the scope of the Committee's review authority should be dismissed and the President so notified. Otherwise, the process will continue. At the pre-hearing, no documents or physical evidence should be introduced, and no witnesses shall be called, but the parties must appear and relate their views of the matter. A party who fails to appear and/or participate in the pre-hearing meeting is deemed to have waived future rights to participate in formal proceedings. Due to the seriousness of the allegations and the severity of the recommended sanctions, in cases where abrogation of tenure or termination of employment is recommended, the University has the burden of pricing that it has presented sufficient grounds to move to the formal hearing stage. In all other matters, the burden is on the faculty member. As soon as reasonably practicable, but not more than five (5) University business days after the pre-hearing, the Chair shall determine by majority vote whether the matter should proceed or be dismissed and notify the parties in writing. If a matter proceeds, the notice to the parties shall include instructions for the parties to provide written statements as outlined below and information about the Hearing Committee selection.

The faculty member may respond by waiving the hearing in writing and filing a written brief; in which case, the Committee will evaluate the faculty member's written brief as well as the recommendation of the dean of the school. If the faculty member declines to participate in the process, formal proceedings will cease and the President shall determine whether to uphold, modify or revoke the imposition of the severe sanction or, when applicable, recommend termination or abrogation of tenure to the Board of Regents.

The Appellate Committee hearing is a lay process that relies on peer review and the common sense, sound judgement, good character, and sense of fairness of each Hearing Committee member. The procedures should strive to diminish formality and rigidity. The process is not to be considered a trial but is a system of internal review to effect a just and fair disposition of the matter. From time to time, compliance with applicable state and/or federal law(s) may require modification of the Appellate Committee process, which includes modification of the related hearing procedures. Procedural errors, standing alone, shall not invalidate a Hearing Committee's decision. The time intervals specified in the preceding and following sections should be maintained unless waived by the Chair of the Appellate Committee for unusual circumstances or in order to allow continuing progress towards informal resolution of the complaint.

If the pre-hearing panel votes to forward a matter for formal hearing, the Chair of the Appellate Committee will request the University submit to both the Chair and the Faculty Member, within fifteen (15) University business days, the following:

a. Relevant policies of the administrative or academic unit, the VPAA, the President's Office, and the Board of Regents.

b. The written complaint stating in full the grounds upon which the alleged grievance is based.

c. A summary of the evidence upon which the complaint is based.

d. A list of witnesses proposed to be called and a brief summary of the testimony of each proposed witness.

The Chair of the Appellate Committee will, upon receipt of the University's statement, request the faculty member to submit to both the Chair and the University, within fifteen (15) University business days, the following:

a. Relevant policies of the administrative or academic unit, the VPAA, the President's Office, and the Board of Regents.

b. The written response outlining the specific points of defense.

c. A summary of the evidence to be used in refuting the charges.

d. A list of proposed witnesses to be called and a brief summary of the testimony of each proposed witness.

10. Selection of the Hearing Committee

a. Within five (5) University business days after the written notice to the parties that the matter is proceeding to a formal hearing, the Chair of the Appellate Committee will provide the parties a list of the members of the Appellate Committee. The list shall not include members of the Committee that work in the same department as either party or one who is related to either party.

b. Within five (5) University business days of receiving the list of Committee members, the parties shall notify the Appellate Committee Chair if either believes that a member of the Appellate Committee should be disqualified on grounds of bias or personal interest in the case. The Appellate Committee Chair shall determine, in consultation with the Office of Legal Counsel whether cause has been shown to disqualify that person from the Hearing Committee.

c. If either party believes that the Appellate Committee Chair should be disqualified on grounds of bias or personal interest, the Vice President for Academic Affairs shall determine, in consultation with the Office of Legal Counsel, whether cause has been shown to disqualify that person from the Hearing Committee.

d. Within five (5) University business days of any challenges being resolved, the Appellate Committee Chair will select by lot five members of the Faculty Appellate Committee to serve on the Hearing Committee. The remaining members of the Appellate Committee who have not been disqualified will serve as alternates. There should be a minimum of two alternates.

e. If, due to disqualifications and challenges, there are not enough Appellate Committee members to staff a Hearing Committee of five members and two alternates, the Chair

of the Faculty Senate shall select the remaining number of Hearing Committee members by lot from the roster of Faculty Senate members. These appointees are subject to the same disqualifications and challenges for cause as noted above.

f. Once finalized the Hearing Committee members will select one member to serve as Chair of the Hearing Committee.

g. All Hearing Committee members are expected to prioritize Hearing Committee responsibilities above other faculty obligations. Hearing Committee members or alternates who need assistance covering class or other faculty commitments may contact the VPAA's Office for assistance to ensure attendance at the Hearing.

h. Once selected to serve on a Hearing Committee, Hearing Committee members will be expected to serve for the duration of the Hearing process even if their term on the Faculty Appellate Committee expires.

b. Every effort will be made to hold the Hearing within thirty (30) University business days of the faculty member submitting his or her written statement.

11. Hearing Committee Regulations

The following regulations shall apply:

a. The Chair of the Hearing Committee shall preside over the hearing and is authorized to make decisions regarding questions of evidence and admissibility, the conduct of the proceedings, and take all such steps as necessary to maintain an orderly hearing process. The Chair of the Appellate Committee shall provide the Chair of the Hearing Committee with a copy of the Complaint and Response as well as the accompanying summaries of evidence, list of proposed witnesses, and relevant policies. The Chair of the Hearing Committee, after consulting with the legal counsel assigned to the Committee, shall have the final decision on any procedural issues raised that are not addressed by the Faculty Handbook. The Chair of the Hearing Committee is responsible for maintaining a full and accurate record of the proceedings. This shall consist of a recording and shall include copies of all exhibits and other materials distributed at the hearing.

b. The parties shall have the right to attend the hearing and to be accompanied by a colleague or counsel to advise them. The names of such colleague or counsel shall be provided to the Chair of the Hearing Committee at least ten (10) University business days prior to the hearing. Representatives may not question witnesses or address the Hearing Committee. All hearings will be closed to the public.

c. Communications related to evidence and hearing procedures should be directed to the Chair of the Hearing Committee. Neither party shall communicate orally or in writing with individual Hearing Committee members during the hearing procedure.

d. If requested by the Hearing Committee, each party must provide copies of all materials to the other party and the Hearing Committee members and alternates at a date to be determined by the Chair of the Hearing Committee but at least five (5) University business days prior to the hearing.

e. The principles of confrontation shall apply throughout the hearing. Both parties shall have the right to present, examine, and cross examine witnesses, and each other. Each party is responsible for securing the presence of their own witnesses; however, if

either party wishes the presence of University employees, the VPAA's Office shall make reasonable efforts to support that request.

f. In matters relating to abrogation of tenure or termination of employment, the University shall bear the burden of proof which shall be by a preponderance of the evidence., i.e. whether the allegations are more likely true than not true. In matters relating to severe sanctions other than abrogation of tenure or termination of employment, the burden is on the appealing party to prove by a preponderance of the evidence (i.e., more likely than not) that the sanction is unwarranted.

g. The report of the Hearing Committee, which shall include findings and recommendations, will be submitted to the parties, VPAA and President within ten (10) University business days of the conclusion of the hearing. The President shall make a recommendation to the Board of Regents and include a copy of the Hearing Committee's findings and recommendations.

12. Disposition of Charges

The President shall transmit to the Board of Regents the full record of the hearing and the findings and recommendations of the Hearing Committee, and his/her recommendations. If action by the Board of Regents is required, such as in cases of abrogation of tenure, termination of employment, or severe sanctions, the Board of Regents shall review the materials submitted plus any additional information it wishes to consider and adopt, modify, or reject the President's recommendations, or it may return the matter to the Hearing Committee with written directions as to how to proceed.

If the Board of Regents chooses to return the matter to the Hearing Committee, the Committee shall review the matter in light of the Board of Regents' directions, receive new evidence or information, if necessary, and submit a final report of its findings and recommendations to the President for transmittal to the Board of Regents, as before. The work of the Hearing Committee is finished when the Board of Regents makes a final determination.

The full record shall be deposited in the office of the Executive Secretary of the Board of Regents. Parties to the case may request copies or excerpts from the full record after the completion of the Committee's work. The costs shall be borne by the requesting party.

4.6 POST-TENURE REVIEW POLICY

4.6.1 Purpose

Post-Tenure Review is a periodic peer-based evaluation of tenured faculty for the purpose of guiding career development and, when judged necessary, improving faculty performance. The Post-Tenure Review process is based on and extends the annual evaluation of faculty described in Section 4.3 through two processes: (1) a retrospective review of faculty performance in teaching, research and creative/scholarly activity; and professional and University service and public outreach, and non-teaching or administrative duties, if appropriate, over the five years preceding the review, and (2) a formative evaluation for future professional growth.

Post-Tenure Review provides a formal opportunity for self-assessment and discussion with peers about professional development and whether the faculty member's demonstrated performance aligns with the University's mission of teaching, research, and service. For those faculty whose performance is judged to be below expectations, and/or evidences sustained failure to meet performance standards, the evaluation shall lead to the formulation of a professional development plan, the purpose of which is to assist the faculty member to raise his/her level of performance to

meet or exceed the expectations for tenured faculty.

Post-Tenure Review is mandatory for all tenured faculty who are reviewed under Section 4.3 unless they have signed an agreement to retire within the two years following the year of the scheduled review or have entered into a formal phased retirement agreement with the University. Post-tenure review is not a re-evaluation of a faculty member's tenure status, nor is it intended as means to effect programmatic change; provided, however, sustained failure to meet established performance standards may result in remedial action, including but not limited to potential reassignment or termination of appointment and abrogation of tenure.

Faculty whose primary responsibilities are administrative and whose teaching load is less than 50 percent are exempt from the Post-Tenure review process. Faculty returning to full-time academic faculty status from an administrative position will be subject to the Post-Tenure review policy in the fifth year after returning to full-time academic faculty status unless the faculty member is progression to promotion in rank.

Bearing in mind the value and importance of academic freedom and procedural due process to the well-being and success of the academic community, the University acknowledges and supports in principle the policies and procedures set forth in the AAUP's Standards for Good Practice in Post-Tenure Review. Post-Tenure Review is not a reevaluation of a faculty member's tenure status, nor is it intended as means to effect programmatic change. The Post-Tenure Review process will be carried out in a manner that is consistent with the University's policies on academic freedom and responsibility (Sections 5.1 and 5.3) and faculty evaluation (Section 4.3). Post-Tenure Review will be based on the criteria for annual evaluation established by the faculty of the department and approved by the administration.

4.6.2 Timing of Post-Tenure Review

1. Schedule

Post-Tenure Reviews shall be initiated by the department chair immediately following the completion of the annual faculty evaluation process and shall proceed according to the following schedule.

By March 20: The faculty member shall submit to the Post-Tenure Review Committee the Post-Tenure Review dossier (4.6.4).

By April 1: The Post-Tenure Review Committee shall have reviewed the faculty member's dossier and met with the faculty member to discuss the faculty member's performance. The results of the review will be sent to the department chair who will then convey results to the Dean along with his/her recommendation.

By April 15: The results of the review along with any recommendations for action shall be conveyed in writing to the Dean, the VPAA, and the faculty member. If the faculty member disagrees with the assessment or recommendation of the Committee, he/she shall have ten working days to submit a rebuttal to the Dean and to the VPAA.

2. Normal Review

Each faculty member shall undergo Post-Tenure Review in the fifth year after the year in which the faculty member is awarded tenure or promotion, whichever is later, and every fifth year thereafter. Annually, the office of the VPAA will identify those faculty members to undergo a normal Post-Tenure Review and establish and publish a time schedule for completing the required steps in the Post-Tenure Review process.

3. Early Review

A Post-Tenure Review shall be initiated earlier than the normal review cycle under the following circumstances:

a. If the composite or overall rating of a tenured faculty member's performance on the annual evaluation is below expectations (2 or less on a 1-5 scale) for two consecutive years, an early Post-Tenure Review will be initiated immediately as an extension of the annual evaluation. Candidates for early Post-Tenure Review will be identified by the Post-Tenure Review Committee as part of the annual faculty evaluation process and reported to the Dean. However, the Post-Tenure Review Committee may request from the Dean permission to postpone initiation of an early review for one year if, in its opinion, the early review is not justified due to circumstances that the Post-Tenure Review Committee enumerates in its request to the Dean. With the approval of the Dean, the initiation of an early review shall be postponed one year. If the review is postponed and the faculty member is judged to have performed to expectations in this third year, no early review will be required. If performance continues below expectations, the early review will be conducted immediately following the third year annual evaluation.

b. A tenured faculty member may request an early review for the purpose of professional development. Such reviews are not subject to the mandatory professional development plan (Section 4.6.7).

4.6.3 Post-Tenure Review Committee

The review will be conducted by a Post-Tenure Review Committee composed of five tenured faculty members of the department of equivalent or higher rank as the faculty member undergoing review, unless another arrangement has been approved in writing by the Dean and the VPAA. In the case that a department has more than five eligible tenured members of equivalent or higher rank, members of the Post-Tenure Review committee will be selected by the Dean in consultation with the faculty member and the eligible tenured members of the department of equivalent or higher rank. In the case that a department has fewer than five tenured members of equivalent or higher rank, additional members will be selected by the Dean in consultation with the faculty member and the eligible tenured members of the department of equivalent or higher rank. In the case of a joint appointment, the second department will be given an opportunity to provide input. In other exceptional cases, as determined by the VPAA, a senior faculty member outside the department but within the school shall be added to the Post-Tenure Review Committee, such member being chosen by the tenured faculty member under review from a list of three candidates selected by the VPAA. The results of the review will be forwarded simultaneously to the Dean and the VPAA. All recommendations for actions must be forwarded to the Dean for approval.

4.6.4 Components of the Review

Post-Tenure Review dossiers shall consist of the following elements:

1. Annual evaluations and mini-vitae for the previous five years. The annual evaluations and the accompanying mini-vitae from the five years previous to the review will constitute the primary sources of information about the faculty member's performance. The Post-Tenure Review will take into account the numerical evaluations (on a scale of 1–5) for effective classroom teaching; research and creative/scholarly activity; and professional and University service and public outreach; non-teaching or administrative duties if applicable; and the composite evaluation reflecting the relative weights of the four categories.

2. A self-appraisal by the faculty member being reviewed. A written statement prepared by the

faculty member will constitute a central element of the Post-Tenure Review dossier. This statement is intended to serve two purposes: provide a formal opportunity for the faculty member to reflect on his/her professional career and contributions to the University; and serve as a source of information to the Post-Tenure Review Committee to assist in helping the faculty member to develop professionally. In this statement, the faculty member should describe his/her past contributions to the department(s) to which he/she is appointed and to the University, assess the current state and direction of his/her career, and discuss what he/she has planned professionally for the next five years. This self-appraisal should include an evaluation of his/her past performance in the areas of teaching, research and creative/scholarly activity; and professional and University service and public outreach, and non-teaching or administrative duties, if applicable; a statement of professional goals for the next five years; and an explicit discussion of how achieving those goals will advance his/her professional career and contribute to achieving the goals of the department(s) to which he/she is appointed and the University as a whole. This document is not intended to be a contract but only a source of information to the Post-Tenure Review Committee to assist it in helping the faculty member to develop professionally.

3. The faculty member's current complete curriculum vitae.

4. Sabbatical leave reports. The report of activities and accomplishments of any sabbatical or other leaves that occurred during the interval being reviewed should also be included.

5. Post-Tenure Review Evaluations. A copy of the evaluations by the Post-Tenure Review Committee from the faculty member's previous Post-Tenure Review(s), if any.

6. Final Reports. A copy of previous professional development plans, if any.

In the course of the review, the faculty member shall have the opportunity to meet with the Post-Tenure Review Committee to discuss these documents and offer additional input.

4.6.5 Performance Expectations

Faculty members are expected to perform in all applicable categories of the annual evaluation and achieve a composite evaluation of higher than 2 on a criterion-referenced scale of 1-5. The criteria should be specified in the approved evaluation criteria of the department(s) to which the faculty member is appointed. As required under Section 4.3, academic departments should communicate carefully and clearly to their faculty the specific criteria for evaluation that are used for the basis of the annual evaluation.

When and only when a faculty member's five-year average composite evaluation is 2 or lower the faculty member shall be required to develop and participate in a professional development plan as described in Section 4.6.7.

4.6.6 Feedback

All faculty members undergoing Post-Tenure Review will be provided with written and verbal feedback about how they are developing as professionals and how the Post-Tenure Review Committee evaluates the professional goals of the faculty member in relation to the goals and mission of the department and the University. Within thirty days of receiving the faculty member's dossier, the Post-Tenure Review Committee will provide the faculty member with a written evaluation of his/her past performance, current status, and future professional goals.

4.6.7 Professional Development Plan

A professional development plan is intended to assist a faculty member whose performance is not meeting expectations to bring his/her performance up to the expected level. Participation in a

professional development plan is mandatory for faculty members who, during Post-Tenure Review, are found not to meet the expectations for faculty performance, as described in Section 4.6.5. Other faculty members may request, from the Post-Tenure Review Committee, permission to participate in a professional development plan on a voluntary basis to assist in their professional development. Voluntary professional development plans are not subject to the sanctions described in Section 4.6.8 and shall not alter the cycles of the normal and/or early review or otherwise affect those processes.

1. Process

The professional development plan shall be prepared cooperatively between the faculty member and the Post-Tenure Review Committee.

By May 1: The faculty member shall meet with the Post-Tenure Review Committee to discuss the results of the review and identify areas that should be addressed in the Professional Development Plan.

By September 1: The faculty member shall prepare a draft of the plan and submit it to the Post-Tenure Review Committee.

By September 15: The Post-Tenure Review Committee must prepare a final plan in negotiation with the faculty member and submit it to the Dean for approval. Should the faculty member disagree with the final plan prepared by the Post-Tenure Review Committee, he/she may write submit a written appeal to the Dean along with the plan, setting forth the reason's disagreement.

By October 1: The Dean must notify the faculty member and the Post-Tenure Review Committee, in writing, as to whether or not the final plan is approved. If the plan is not approved, the faculty member and the Post-Tenure Review Committee must be notified in writing of the reasons for the non-approval and the process described above shall be repeated until approval is obtained. Approval must be obtained by **November 1**.

Following approval of the plan, the Post-Tenure Review Committee must meet with the faculty member and explain both the contents of the plan, including the expected time-line, and the consequences to the faculty member of failure to attain the goals of the plan. Reasonable University resources to support implementation of professional development plans will be provided by the VPAA and the Dean. A faculty member shall have the two full annual evaluation cycles following the date the plan is approved to accomplish the goals of the plan and to bring his/her performance up to expected standards.

2. Content of the Plan

The professional development plan shall include the following components:

a. Goals and expectations.

b. Proposed activities.

c. A time-line for the plan.

d. Resources that will be made available to the faculty member to assist with completion of the plan.

e. An explanation of the consequences of failure to attain the goals of the plan. (This provision is not applicable for a voluntary professional development plan.)

f. Signatures of the faculty member, the Post-Tenure Review Committee members, and the Dean, verifying an understanding of the plan.

3. Monitoring, Follow-up, and Final Report

Formal written evaluation of the faculty member's progress towards meeting the goals of the professional development plan will take place as part of the annual evaluations of the faculty member following the implementation of the plan. Since less than a year will have elapsed between the implementation of the plan and the next annual faculty evaluation, that evaluation and the subsequent annual evaluation shall be used by the Post-Tenure Review Committee as opportunities to provide written feedback to the faculty member on his/her progress in meeting the goals of the plan. The final assessment of the faculty member's progress in meeting the goals of the plan shall occur during the third annual faculty evaluation after implementation of the plan. Following this third annual evaluation, a written report will be issued by the Post-Tenure Review Committee to the faculty member, with copies to the Dean explaining the outcome of the plan.

Failure of the faculty member to meet the goals specified in the plan and to bring his/her performance up to the level expected may lead to the recommendation for dismissal of the tenured faculty member, as defined in Section 4.5.6. The results of the professional development plan, including, without limitation, the final report, shall be relevant evidence in such a proceeding. In the proceeding, the University retains the burden of persuasion to show cause, as defined by the Faculty Handbook, provided nothing in this policy shall be construed to limit or restrict the University's authority to undertake the dismissal or suspension of a tenured faculty member as set forth in Section 4.5.6.

Alternative actions may be negotiated and implemented with approval of the Dean and the VPAA and may include, but are not limited to:

a) resignation

b) retirement

4.6.8 Review of the Post-Tenure Review Policy and Procedures

The above Post-Tenure Review policy will be jointly reviewed by the Faculty Senate and administration at least every five years with respect to its effectiveness in supporting faculty development and redressing problems of faculty performance, the time and cost of the effort required, and the degree to which in practice it has been effectively cordoned off from disciplinary procedures and sanctions.

4.7 PERSONNEL RECORDS

An official personnel file will be maintained for all faculty members in the Human Resources Office and the appropriate Academic Dean's office. No other personnel files will be kept. The purpose of the file is to provide documentation supporting actions involving the faculty member. Personnel files shall not ordinarily contain political, social, or personal information without the permission of the faculty member. The faculty member may request to add or delete material from his/her file. If this request is denied, the proper grievance procedure may be followed (See Appendix G). Control of the personnel files will remain with the Human Resources Office or the appropriate Dean's office and access to the files will be supervised by personnel staff or the Dean's staff. Files may not be removed from the Human Resources Office or the Dean's office without written permission of the President. The personnel file will include, but not be limited to, the following:

4.7.1 Human Resources Office

1. Vita providing information relating to the faculty member's academic and professional credentials and accomplishments. It is the responsibility of the faculty member to insure that accurate and official documents are provided for the file.

2. Personnel information including a Statement of Appointment Status that is updated by the Dean following any change of appointment status and which must be signed by the faculty member to verify that the faculty member has been officially notified of the change.

3. All personnel actions requiring the Board of Regents' approval.

4.7.2 Academic Dean's Office

1. Detailed evidence of academic and professional credentials will be maintained in the appropriate school's Academic Dean's office.

2. Summary copies of ratings and evaluations of the faculty member made by students and/or supervisors and the formal recommendations made by committees to the department chair or higher authorities concerning any personnel action. Copies will be maintained of all non-reappointment notices, reappointment notices, promotion actions, and tenure actions.

4.7.3 Access to Personnel Files

Personnel files are available only to the individual faculty member, any appropriate appeals committee in order to accomplish its duties, and those personnel who have a "need to know" in the performance of their official duties as determined by the VPAA. The President, the Board of Regents, and their staffs shall also have access to these files.

The faculty member may authorize, by written statement to the VPAA, access to the file by a person not indicated in this section. In addition, the University may permit access to personnel records to comply with lawful requests of federal or state agencies or in legal proceedings. The University shall comply with all applicable privacy laws, including the Oklahoma Open Records Act, 51 O.S. § 24A.7, and 74 O.S. § 840-2.11.

4.8 DETERMINATION OF SALARIES

4.8.1 Faculty Salary

1. Initial Salary

A faculty member's initial salary is based upon various factors including, but not limited to, (1) the applicant's educational preparation and professional experience, (2) the proposed assignment, and (3) market conditions. The University strives to maintain faculty salaries at levels that attract well-qualified applicants.

2. Salary Increases

a. Professional Accomplishments

Merit salary increases are given in recognition of the faculty member's development and professional accomplishments as determined by the faculty appraisal system.

b. Salary Increase on Promotion

A promotion in rank may be accompanied by a salary increase of a fixed amount. The amount, determined by the administration and subject to the approval of the Board of Regents, is to be reviewed periodically and changed if conditions warrant. If because of financial constraints the University is unable to grant the salary increase at the time a faculty member is promoted in rank, the individual's salary shall be increased as soon as is feasible.

c. Salary Increase on Receipt of Doctorate

Completion of a doctorate may be accompanied by a salary increase of a fixed amount. Such salary increases may not be effective prior to the effective date of the next academic year contract unless the current contract includes a contingency clause authorizing the specific amount of the increase. The amount, determined by the administration and subject to the approval of the Board of Regents, is to be reviewed periodically and changed if conditions warrant. If because of financial constraints the University is unable to grant the salary increase at the time a faculty member completes a doctorate, the individual's salary shall be increased as soon as is feasible.

4.8.2 Department Chair and Dean Salary

The total salary for department chairs and Deans is composed of two elements: (1) a faculty salary and (2) added compensation for duties of the office. The faculty salary is determined by consideration of factors stated above. The amount of added compensation is determined by the administration. The amount for each element is to be stated in the notice of appointment or reappointment.

4.9 SEVERANCE

Several reasons can exist for the University or the individual faculty member to sever their professional relationship. Actions and behavioral occurrences in current or previous appointment years may be considered in personnel decisions where a pattern of unacceptable deviation becomes apparent to concerned administrators. The various types of severance are defined, and the policies and procedures related to each category are given.

4.9.1 Resignation

A faculty member who proposes to resign shall notify the department chair in writing as early as possible. Once a faculty member's resignation is accepted and approved, it is the faculty member's responsibility to follow the appropriate check-out procedure. Forms detailing this procedure are available from the Business Office and must be completed and filed in order for final salary payment to be made.

4.9.2 Dismissal

Dismissal is a severance action by which the University terminates the appointment of any faculty member before the end of the period of appointment. The appointment of a faculty member may be terminated for one or more of the following reasons:

a. Financial exigency,

b. Discontinuance of, or a change in, the educational program or department, or

c. Reasonable cause as defined for tenured faculty members in Section 4.5.6.

4.9.3 Financial Exigency

Termination of a faculty member before the end of the period of appointment for financial exigency shall occur only when the University is in a state of financial crisis brought about by an Education and General part 1 budget allocation to the University that would (1) necessitate the elimination or reduction of existing instructional programs; (2) necessitate the termination of employment or reduction in compensation for permanently employed faculty or staff prior to the normal expiration of their contract or appointment; or (3) seriously erode the quality of any existing program. Any termination of employment as a result of financial exigency shall adhere to the provisions of Section 4.9.4.

4.9.4 Discontinuation of or a Change in the Educational Program or Department

Termination of a faculty member before the end of the period of appointment because of a discontinuance of, reduction in, or change in the educational program or department means that the faculty member's appointment is terminated and the faculty member dismissed only because of the change in the educational program or department and for no other reason.

Any change in an educational program or department that would result in severance of faculty must have been subjected to proper review procedures as required of other changes in educational programs or departments. After the decision has been made by the University's administration to discontinue or change the educational program or department to the extent that fewer faculty members are needed in a degree program, academic department, or a major element thereof, the department chair will convene the department/school personnel committee to make recommendations. If the department/school personnel committee cannot make an appropriate recommendation, it may decline to make any recommendation at all.

The recommendations (if any) of the department/school personnel committee, together with the rationales, are forwarded to the department chair.

The department chair will submit a recommendation with rationale and the recommendations of the department/school personnel committee to the Dean.

The Dean will submit a recommendation with rationale and the recommendation of the department chair and the department/school personnel committee to the VPAA.

The VPAA shall review and consider the recommendations for dismissal and may seek such further advice and counsel as he shall deem appropriate. If the VPAA decides to recommend the termination of any appointments, he shall notify each affected faculty member in writing of the decision. The letter shall be sent by certified mail and shall inform the faculty member of the provisions for formal review of the decision and shall state that the faculty member may provide to the VPAA a written statement that the adequacy of the process through which the decision was made will be examined through the grievance procedure within twenty days of the receipt of the letter. The date of notification of intent to grieve becomes the initiation date of the grievance.

A recommendation to the President derived from the grievance procedure shall be advisory only, and the President shall make all final decisions regarding recommendations for termination to the Board of Regents. The following guidelines shall be followed for termination of employment due to the discontinuance of or change in an educational program or department.

a. Untenured faculty should be terminated before tenured faculty,

b. Academic rank should be respected,

c. Seniority within academic rank should be respected, and

d. Equal opportunity guidelines should be observed.

Tenure, academic rank, and seniority shall be considered within academic departments or major elements thereof.

In those instances where termination is recommended, the terminated faculty member will be given a statement of information upon which the decision was based. The written notice of termination given to the faculty member shall state the effective date of termination. Efforts should be made to give as much advance notice as possible, consistent with the decision to change or delete the program or department. Employment in some other part of the University should be offered whenever reasonably possible.

In the absence of unusual circumstances, in any case of termination of tenured faculty because of a discontinuance of or change in an educational program or department, the position of the terminated faculty member may not be filled for a period of two years unless and until the released faculty member has been offered reinstatement and a reasonable period of time (usually 30 days) to accept it. (See Section 4.5.6.5.)

SECTION 5

FACULTY RIGHTS AND RESPONSIBILITIES

5.1 PROFESSIONAL ETHICS

In accepting a position with Cameron University, each faculty member obligates himself/herself to preserve and promote the good of the University; to support its ideals, policies, and regulations; and to adhere to its policies, regulations, and procedures as well as those of the Board of Regents. Responsible criticism of University policies and procedures, however, has a place in faculty meetings, in discussions with administrative officers of the University, and in other appropriate places where it will serve a constructive purpose.

Cameron University endorses the following statement on professional ethics. Adopted by the American Association of University Professors in 1966 and updated in 1987, it expresses well the ethical obligations of faculty members to their profession and their colleagues.

The Statement

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

3. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

4. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

5. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

5.1.1 Oklahoma Ethics Rules

As state employees, faculty are subject to Oklahoma Ethics Rules addressing conflicts of interest, including misuse of authority and misuse of office. The rules clarify when state employees may or may not accept gifts from those seeking to do business with the University. These rules are promulgated by the Oklahoma Ethics Commission, not the legislature, but they have the force and effect of law and there are civil penalties available for violating them. Cameron University relies on the state ethics rules to set minimum standards of propriety with respect to conduct by all University employees, The Faculty Handbook establishes obligations for instructional faculty to discharge their duties competently and without exploitation of students, and makes other financial pursuits secondary to the overriding obligation to the institution and students. There is additional information regarding the Oklahoma Ethics Commission available at https://oklahoma.gov/ethics.html including annotated versions of the applicable laws and guides for state employees.

5.2 POLICIES CONCERNING DISCRIMINATION

1. It is the policy of Cameron University not to discriminate on the basis of race, color, national origin, sex, sexual orientation, genetic information, gender identity, gender expression, age, religion, political beliefs, disability, or status as a veteran in any of its policies, practices, or procedures. This includes, but is not limited to, admissions, employment, financial aid, and education services.

2. Cameron University is committed to providing an environment of study and work free from all forms of gender-based harassment, exploitation, or intimidation and to ensuring the accessibility of appropriate grievance procedures for addressing all complaints regarding gender-based discrimination. Any such activity committed by a member of the University community may subject the individual to University sanctions as well as civil and criminal penalties. This policy covers unwelcome conduct of a sexual nature. Consensual romantic relationships between members of the University community are addressed in the Employee Handbook as well as in the Board of Regents' Policy Manual. Cameron University employees have a responsibility for maintaining high standards of honesty, integrity, impartiality, and conduct in employment relations.

3. Refer to Section 10–Federal Compliance Policies in the Employee Handbook for a complete description of university policies on sexual harassment, sexual assault, racial and ethnic harassment, discrimination, disabilities, and substance abuse. For cases involving gender-based misconduct involving students, refer to the Cameron University Sexual Misconduct, Discrimination, and Harassment Policy and associated grievance procedures.

5.3 TEACHING RESPONSIBILITIES

A faculty member is expected to meet his/her classes at all scheduled times and in scheduled places, to be prompt in beginning and dismissing his/her classes, and to administer final exams only at the appointed hours. In the event that a faculty member finds it necessary to be absent from a scheduled class meeting, he/she has a responsibility to make arrangements for the class and to notify his/her department chair so that arrangements relating to his/her absence can be made. A student is ultimately responsible for meeting the learning objectives of each course in which he/she is officially enrolled. However, a faculty member must

define and quantify attendance standards, procedures for verifying unavoidable absences, and methods of dealing with missed assignments and examinations in his/her course syllabus. Unavoidable absences as a result of personal illness, the death of an immediate family member, military service, University athletic and academic commitments, and court-imposed legal obligations are inevitabilities of life and should be judiciously considered when developing course attendance policies.

5.3.1 Syllabi

Syllabi must be prepared for all courses and made available to students at least 24 hours prior to when the course begins and electronic copies of syllabi must also be filed with the department in which the course is being offered. Individual departments may require earlier deadlines. Syllabi must follow either the most current syllabus checklist or template. Regardless of which one is used, the following minimum elements will be included in each syllabus:

1. Course Information: title, prefix & number, CRN, Semester/Term, Meeting Days/Times (when applicable), Location (when applicable) and Format if other than traditional (E.g. online, Zoom, workshop, flex, blended, hybrid);
2. Instructor/Contact Information (Name, office location, office hours and format, phone number, and CU email address);
3. Any required Course materials, including books;
4. Course Description (must match what is in the course catalog);
5. Relevant Student Learning Outcomes (E.g. general education, program, and/or course);
6. Required Course Assignments and Exams;
7. Course Calendar;
8. Grading Policy/Scale;
9. All relevant Course Policies as established by the instructor of the particular course and their department chair.

5.3.2 Grading Policy

1. Student grades shall be evaluated solely on an academic basis. Academic basis includes, but is not limited to, the student's attendance, demonstrated knowledge or understanding of the content of the course of study, and ability to maintain standards of academic performance established for the course.
2. Student grades shall not be evaluated based on the personal opinions, beliefs, or conduct of the student in matters unrelated to academic situations. Faculty are prohibited from considering such non-academic factors when assigning any grade, evaluation, or academic assessment.

A faculty member is expected to adhere to all written Cameron University policies and regulations, as well as those of the Board of Regents.

5.4 ADVISEMENT

Academic advisement of students is an important function of faculty members at Cameron University. The faculty member interprets University policies and regulations applicable to students and should be familiar with his/her department's courses and the General Education requirements as well as courses of study in

other departments. The University will provide all faculty members with copies of Cameron University regulations, policies, and departmental recommendations concerning individual courses.

5.5 FACULTY AVAILABILITY

A faculty member's responsibilities to students and to his/her own professional growth require that he/she devote an appropriate number of hours to his/her profession. It is deemed necessary that each faculty member be available to students in his/her office at regularly scheduled hours each week. These office hours should be prominently advertised (to include posting on the exterior office door of each faculty member) and should be kept by each faculty member as faithfully as he/she meets his/her classes. The number of required office hours per week will be determined within each departmental unit by the department chair in consultation with faculty. In scheduling these hours, a faculty member shall give serious consideration to student convenience.

5.6 ASSIGNMENT POLICY

Faculty assignments include four general components: (a) teaching, (b) research and creative/scholarly activity; (c) and professional and University service and public outreach, and (d) performance of non-teaching/administrative duties/assignments, if applicable. The portion of the total assignment allocated to each component may vary significantly among the faculty of a department or school; however, Deans and department chairs are charged with the responsibility for establishing equitable total assignments. Assignments are based on the following guidelines:

1. A full-time faculty member should generally carry a teaching load of twenty-four hours per academic year. A uniform distribution of load between the fall and spring semesters is typical but other load distributions are allowable. An individual faculty member may make requests for an alternative load distribution to the Chair. Any alternative load distribution must be approved by the Chair and Dean.

2. At the discretion of the chair in consultation with the Dean, a full-time non-tenure track regular faculty member may carry a teaching load of fifteen hours per regular semester.

3. Graduate courses shall have a teaching load computed at a ratio of three graduate load hours as equivalent to four undergraduate load hours.

4. Faculty members teaching twelve or more undergraduate hours may be allowed to teach to teach the greater of three overload hours or one overload class per semester.

5. Faculty members may accept an additional overload assignment of up to three load hours per semester for either research and creative/scholarly activity; and professional and University service and public outreach. Off-campus Educational Outreach courses may be considered service assignments when taught as overload assignments.

5.7 APPOINTMENTS AND SALARIES

1. **Regular Term**. Regular full-time teaching faculty appointments shall be for a period of service of nine months. (See also Section 4.1.) Holidays include those days designated by the President. All other leaves must be officially approved by the department chair and Dean.

Compensation for a faculty member shall be a salary as stipulated in his/her annual appointment by the Board of Regents and applicable fringe benefits as approved by the Board of Regents. Salaries for Regular Faculty appointments shall be paid in twelve equal installments on the last day of the month starting with the month services were performed.

2. **Salary Recommendations.** The salary for an individual faculty member shall be recommended by his/her department chair to the Dean. The department chair shall consult with the faculty member and apprise him/her of the salary to be recommended and the basis for such recommendation. Salary recommendations shall be made consistent with the faculty member's annual evaluation. The basis for the department chair's recommendation shall include consideration of "Cost of Living Adjustment" (COLA), any directed University-wide salary increase, adjustments for purposes of equity, and any merit raise. The faculty member may reply in writing to the department chair concerning the salary recommendation. This response, along with the department chair's recommendation, shall be forwarded to the Dean. After considering the department chair's recommendation and any response from the faculty member, the Dean will make a recommendation concerning the faculty member's salary.

   Compensation of an individual faculty member may be lowered only as a result of (1) a change of assignment or (2) financial emergency on the part of the University when, to solve the emergency, the University adjusts compensation of employees. Reduction in compensation under these conditions may not be grieved or appealed and is not to be construed as a sanction or severe sanction.

3. **Summer Term.** Regular faculty appointments for the summer term shall be for a period of service not exceeding nine weeks. Faculty service shall commence no more than two working days before the first day of summer classes and end no later than two working days following the last day of classes. (See also Section 4.1.6.)

4. **Overload Compensation.** Faculty shall be paid overload compensation at a predetermined rate for teaching a class above a full teaching load. Overload compensation may not be paid for a portion of a class.

   Acceptance of overload is at the faculty member's discretion.

5.8 PROFESSIONAL DEVELOPMENT

A faculty member at Cameron University is expected to remain active professionally by being involved, on a continuing basis, in professional growth and development activities. Professional growth and development activities include, but are not limited to:

1. **Scholarship (as defined in Section 5.9).**
2. **Attendance and/or participation at professional meetings.**
3. **Activities designed to improve professional competence.**
4. **Participation in seminars and similar activities.**
5. **Participation in Cameron University in-service development sessions.**

   Time for these activities is provided by the University to enable faculty members to discharge their other responsibilities.

   Special leaves for professional growth and development activities may be granted by the VPAA with approval of the President.

6. **Sabbatical Leave**

   a. Purpose

   Sabbatical leaves of absence are among the most important means by which an institution's academic program is strengthened, a faculty member's teaching effectiveness enhanced, and scholarly

usefulness enlarged. The major purpose is to provide opportunity for continued professional growth and new or renewed intellectual achievement through study, research, writing, and training.

However, a faculty member does not automatically earn a sabbatical leave. Instead, it is an investment by the University in the expectation that the sabbatical leave will significantly enhance the faculty member's ability to contribute to the objectives of the University. There should be a clear indication that the improvements sought during a sabbatical will benefit the work of the faculty member, department, school, and the University. Only sabbatical leave proposals that meet this criterion will be accepted and approved by the University. Sabbatical leaves are supported as an investment in the future of the faculty member and the future of the faculty member's students at the University.

The purposes for which a sabbatical leave may be granted may include:

1. Research on significant problems and issues.

2. Important creative or descriptive work in any means of expression; for example, writing or painting.

3. Postdoctoral study at another institution to update teaching skills.

4. Other projects satisfactory to the University.

It should be demonstrated that such work cannot occur as effectively during the regular work schedule of the faculty member.

Normally the University will not grant a sabbatical for the purpose of pursuing work on the terminal degree in the faculty member's academic field.

Adherence to the plan submitted by the faculty member is expected. Within two months of returning from leave, the faculty member shall submit to the VPAA, through the department chair and the Dean, a report of activities undertaken, which will be used in evaluating future applications for sabbatical leaves.

A faculty member who is on sabbatical leave shall not be penalized on matters of salary consideration. The report on the sabbatical will be used in consideration for merit raises in subsequent years.

b. Eligibility

1. To qualify for a full sabbatical leave, a faculty member must have been employed at Cameron University as a full-time faculty member for twelve regular academic semesters.

2. To qualify for a proportional sabbatical leave with proportional remuneration, a faculty member must have been employed at Cameron University as a full-time faculty member for at least four regular academic semesters.

3. After having been granted a sabbatical leave, a faculty member shall become eligible for an additional sabbatical leave by again meeting the qualification standards listed above. The counting of semesters of full-time employment to qualify for an additional sabbatical leave shall begin with the first regular academic semester that the faculty member is employed at Cameron University as a full-time faculty member following the completion of the earlier sabbatical leave.

c. Full Sabbatical Leave Plans

There are three full sabbatical leave plans open to all eligible faculty members:

1. Two regular academic semesters at one-half salary.

2. One regular academic semester at full salary.

3. A summer academic session at 15 percent of the previous academic year's salary.

A faculty member or administrator shall make formal application for a sabbatical leave 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 VPAA through the appropriate department chair and dean with each party making a recommendation for approving or disapproving the request. The application and all recommendations must be received by the VPAA before February 1 of the academic year prior to the requested sabbatical leave.

The VPAA will forward a recommendation to the President by February 15. Upon receiving a recommendation from the VPAA, the President decides either to approve or disapprove the request. If approved, the recommendation is forwarded to the Board of Regents, normally at the March meeting. The President informs the VPAA of the decision. In turn, the VPAA notifies the Dean, the department chair, and the faculty member in writing.

d. Salary

The academic year salary for the proposed period of sabbatical leave is to be determined as if the faculty member were not going on leave, and the sabbatical leave salary is to be based thereon.

1. When the faculty member having received a sabbatical leave returns to Cameron University as a full-time faculty member, his/her academic year appointment salary shall be at least equal to the amount that would have been received during the sabbatical leave, plus normal raises and fringe benefits granted to faculty members of comparable qualifications, rank, assignments, and seniority.

2. Merit raises may be considered in determining these salaries.

e. Obligations

1. Sabbatical leave obligates the recipient to follow a program consistent with the purposes and conditions for which the sabbatical leave is granted.

2. Acceptance of a sabbatical leave from Cameron University by a faculty member entails an obligation by the faculty member to serve the University for at least four regular academic semesters following the completion of the sabbatical leave. If the faculty member fails to fulfill this obligation, he/she must repay the University the proportionate fraction of salary and benefits received while on sabbatical leave. This is a legally enforceable obligation.

3. Application for a sabbatical leave must be initiated by the faculty member. Approval requires a positive recommendation by the department chair, the Dean, the VPAA, and the President and authorization by the Board of Regents. An application consists of (1) a statement of purposes, (2) a program of activities including a schedule when appropriate, and (3) any documentation deemed necessary by the University to establish the feasibility of the program of activities.

7. Leaves of Absence Without Pay for Professional Growth and Development

A faculty member may receive a leave of absence without pay for professional growth and development upon recommendation of his/her department chair and Dean, and approval by the VPAA, the President, and the Board of Regents. Leaves of absence without pay for professional development are normally granted for periods of up to one year. Extensions of such leaves may be granted by the President if circumstances warrant.

The extent to which years spent on leaves of absence without pay for professional growth and development will count as years of service relative to promotion, tenure, and salary will be determined by mutual agreement between the faculty member and the VPAA prior to evaluation of the faculty member for such personnel actions. Written statements of such agreements are issued by the VPAA and maintained in the faculty member's personnel file.

8. Other Leaves With Pay

a. **Annual Leave.** Twelve-month faculty members will earn annual leave at the rate of one and two-thirds days per month (20 days per year) and may accrue up to forty days of annual leave. All employees are encouraged to take annual leave and may not accrue more than forty days of annual leave.

Annual leave is scheduled at the convenience of the University as determined by the faculty member's supervisor. Processing of annual leave transactions shall be made on forms provided by the Business Office. Annual leave may not be taken in advance of its accumulation.

Annual leave shall accrue from the date of employment and shall continue to accrue during any period of leave of absence with pay. Upon termination of employment under satisfactory conditions, an employee will be paid for unused annual leave at the earliest regular pay period following termination. Such payment will be based on the employee's rate of pay at the time of termination. It will not include credit for University holidays falling within the terminal pay period.

b. **Emergency Leave**. A paid leave of up to four consecutive working days for personal emergencies may be granted by a faculty member's supervisor with the concurrence of the Dean and the VPAA.

c. **Military Leave.** Cameron University supports the reserve components of the national defense agencies and the men and women who serve in them. To this end, Cameron University employees who are members of the National Guard or military reserve shall be granted up to twenty calendar days of military leave for active service during any military fiscal year with pay and without any loss of status or efficiency rating. Cameron shall comply with all state and federal law regarding military leave and pay.

d. **Sick Leave.** The faculty and administration of Cameron University are committed to providing quality educational experiences to the students who attend the University. The University pledges to provide competent and motivated faculty to guide and instruct each course. From time to time, faculty members will be unable to attend class due to personal illness or temporary disability of the faculty member or a member of the immediate family (refer to the Employee Handbook Section 9.3). The employee or his/her representative must provide timely notification to the supervisor upon return to work and must report sick leave on the appropriate forms. In order to accommodate the faculty member’s leave requirements while maintaining the University's commitment to its students, Cameron University has instituted a flexible sick leave policy which incorporates the following guidelines:

1. Full-time faculty shall accrue sick leave at the rate of one and one-half days per month during any employment period until a maximum of one hundred eighty days shall have been accrued.

2. During illnesses of short duration, generally not exceeding two consecutively scheduled class meetings, classes of the affected faculty member may be dismissed.

3. During illnesses of longer duration, but those that still are temporary in nature, the teaching and other essential duties of a faculty member may be performed by his/her qualified colleagues who agree to do so, with no reduction in pay for the ill faculty member other than a reduction in sick leave balance and no increase in compensation for those who assume additional duties. This situation shall continue until the department chair or substituting faculty shall conclude it is no longer appropriate.

4. If the illness is projected to be of such duration as to require the designation of another person or persons to perform the teaching or other essential duties of a faculty member, the department chair shall formulate and present to the Dean a recommendation for assignment of such duties to existing faculty as overload, or the appointment of adjunct faculty to perform them. The Dean shall consider the recommendation and forward it with any supplemental or contrary recommendation to the VPAA, who shall make a final judgment on the matter. During such period, overload or adjunct compensation shall be paid to the substituting faculty according to the approved plan.

5. Sick leave benefits shall be paid at the faculty member's current rate of pay and shall be administered in a non-discriminatory manner. While a maximum of one hundred eighty days may be accrued and available for use, a lesser amount may be used if the faculty member qualifies for long-term disability. Medical certificates may be required from the faculty member in connection with this sick leave policy. Any reciprocity among state institutions required by Oklahoma law shall be allowed.

e. **Special Leave.** Any faculty member who is called to serve as a juror or who is subpoenaed as a witness in a proceeding in which he or she is not a party shall be granted leave with pay to attend such proceedings. Any fee paid by the court in connection with the appearance may be retained by the employee. This provision shall not apply to faculty members who are parties to litigation, unless as a result of their employment. This provision shall not apply to faculty who are testifying as expert witnesses. In such instances, faculty are required to take paid leave or, with the approval of the President, leave without pay.

9. Other Leaves

Faculty may request adjustment of their status with the University or short-term leaves of no more than four consecutive working days to manage personal affairs by presenting an application to their department chair for consideration. Included in this category of leave are absences relating to service commitments such as volunteer work, participation in non-profit events, and other absences as recommended by the department chair. The department chair will evaluate the request and give particular attention to the staffing requirements of the department including the disposition of classes and other duties before making a recommendation to the Dean. The Dean will evaluate the application and make a final disposition on the application. Salary compensation will be adjusted for such leaves or adjustments to status exceeding four consecutive working days and may be adjusted for leaves of lesser duration if the leave results in additional expense to the University.

Family and Medical Leave: Eligible employees may take unpaid family and medical leave in accordance with the Family and Medical Leave Act of 1993, and applicable state law and University policy.

5.9 SUPPORT FOR SCHOLARSHIP AND INSTRUCTIONAL INNOVATION

The University recognizes research and creative/scholarly activities to include the discovery of knowledge, the integration of previously discrete but established facts and concepts, new applications of knowledge, and the scholarship of teaching. The view of the University is that acquisition of knowledge occurs as a result of research, synthesis, practice, and the analysis of teaching and that the University's institutional mission requires all of those facets of scholarship to be supported and rewarded.

1. The Cameron Research, Innovative Instructional and Faculty Development Grant Fund supports research and creative/scholarly activities consistent with the University's mission.

a. Research Grant funding supports projects undertaken by faculty, staff, and faculty-sponsored students to enhance the acquisition of knowledge through research (scholarship of discovery), synthesis (scholarship of integration), practice (scholarship of application), or the analysis of pedagogy (scholarship of teaching). Primary consideration will be given to those projects in an academic discipline or program or in conjunction with institutional research and development. Normal academic requirements for a course or a degree will not be funded. Ordinarily, funds will not be approved for travel to professional meetings or to support typing research papers. Proposals are reviewed by the Cameron University Research Committee. The Vice President for Academic Affairs provides final approval for these grants.

b. Innovative Instructional Grant~~s~~ funding supports efforts by faculty and staff members to improve classroom, laboratory or library instruction and instructional support services. This grant is aimed at the implementation of new and emerging technologies in the classroom especially facilitating online or ITV delivery. Primary consideration will be given to projects concerned with direct classroom, laboratory or library applications. Proposals may include equipment purchases and requests for travel, as long as the equipment or travel will directly contribute to the innovative aspects of the project. Standard school/department equipment purchases or faculty development travel, including travel to professional meetings, will not be funded. Proposals are reviewed by the Cameron University Teaching and Learning Committee. The Vice President for Academic Affairs provides final approval for these grants.

c. Faculty Development Grant funding supports efforts by faculty or groups of faculty to acquire new pedagogical techniques/information in their field or in learning a discipline not primary to their field especially facilitating online or ITV delivery, emphasize cross-disciplinary activities, and significantly impact courses which are in place or in development. Primary consideration will be given to proposals that are in line with Cameron University's initiatives and allow for the sharing of resources or relevant knowledge on campus. Proposals are reviewed by the Cameron University Faculty Development Committee. The Vice President for Academic Affairs provides final approval for these grants.

2. A faculty member may request release time from his/her regular teaching load in relation to a proposed research project. Requests for release time must be approved by the faculty member's department chair and dean.

3. Faculty, staff and student support funds are also available through the Cameron University Endowed Lectureships program.

5.10 CONFLICTS OF INTEREST POLICY

5.10.1 Purpose of Policy

This policy addresses situations where there might be a potential financial conflict between a particular outside interest of a faculty or staff employee and the obligation that the employee owes to the University such that an employee's profit or advantage may come, or reasonably appear to come, at the expense of the well- being of the University.

The purpose of this policy is to aid in identifying apparent, actual, and potential conflicts of interest and assuring that such conflicts do not improperly affect the activities or professional conduct of the University or its employees. It is not the intent of this policy to restrict legitimate work appropriate to the employee's profession or discipline, but only to provide the University with authority to take action that is appropriate, proportionate, and focused on substantial conflicts of interest that compromise an employee's professional judgment.

5.10.2 Statement of General Policy

The University is a public institution committed to the mission of teaching, research and creative/scholarly activity, and professional and University service and public outreach. To these ends, the University balances an assortment of principles: maintaining an atmosphere that promotes free and open scholarly inquiry; facilitating the transfer of information and technology for the benefit of the public; and serving as a prudent steward of public and private resources entrusted to it. Faculty and staff have a primary commitment to their basic University duties of teaching, research and creative/scholarly activity, professional and University service, and public outreach. These basic duties often limit outside activities. As a result, professional and personal activities may present financial conflict of interest situations, which should be evaluated under the auspices of this and other applicable policies.

Employee participation in outside professional, commercial, and *pro bono publico* activities can make important direct and indirect contributions to the strength and vitality of the University. Through participation in such activities, employees may add to knowledge and understanding that is relevant and useful to teaching and research within the University, develop sources of funding and support for activities carried out in the University, and establish relationships valuable to the University. Because of its value to the University, its rewards for an individual employee, and its contributions to the larger society of which the University is a part, the University recognizes that employee participation in outside professional, commercial, or *pro bono publico* activities is often appropriate.

Sound professional discretion is an integral part of the University's financial conflict of interest system. Any review of a potential financial conflict of interest will be undertaken in light of four general propositions.

First, conflicts of interest per se are inevitable and do not necessarily represent any impropriety by employees if disclosed in advance. Second, the failure to disclose a conflict of interest for administrative review and response would be a serious mistake for any employee and may be a breach of this policy. Third, there is a presumption in favor of allowing employees to act in dual roles once the conflict of interest has been disclosed (prior written approval is required in cases of potential conflicts involving federal grants or contracts). Fourth, conflicts of interest may be so profound or substantial that it would be best for all concerned if the employee did not participate in a particular transaction.

It is not possible to completely eliminate the potential for financial conflicts of interest because there are certain rewards and incentives that are inherent or appropriate in the structure of a University enterprise. Such conflicts become detrimental when the potential temptations, financial or otherwise, undermine reasonable objectivity in the design, interpretation, and publication of

research; in setting University policies; in managing contracts; in selecting equipment and supplies; in involving students in sponsored projects; or in performing other roles in University governance in which objectivity and integrity are paramount. Furthermore, since allegations of conflicts of interest based on appearances can undermine public trust in ways that may not be adequately restored even when mitigating facts are brought to light, apparent conflicts should be avoided, when feasible and appropriate.

Other sections of this policy notwithstanding, it is the ongoing responsibility of the employee to abide by the provisions of all other applicable federal and state laws, and the University's policies relating to financial conflicts of interest; to identify potential conflicts of interest; and to disclose and seek guidance on such matters from the appropriate vice president (University of Oklahoma Board of Regents Policy Manual CU/RSU 3.1.8).

5.11 NEPOTISM

Except as prohibited by the laws of the State of Oklahoma, relationship by consanguinity (blood) or by affinity (marriage) shall not, in itself, be a bar to appointment, employment, or advancement by the University or, in the case of faculty members, to eligibility for tenure. The University recognizes, however, that there is an inherent conflict of interest when an employee makes hiring, promotion, or salary decisions about a family member, although there may be extremely rare circumstances when the potential benefit to the University in having an employee supervise a family member outweighs the potential harm.

Therefore, no two persons who are related by affinity or consanguinity within the third degree shall be given positions in which either one is directly responsible for making recommendations regarding employment, promotion, salary, or tenure for the other; nor shall either of two persons so related who hold positions in the same budgetary unit be appointed to an executive or administrative position in that unit or to a position involving administrative responsibility over it, as long as the other person remains in the unit, without first receiving a waiver that has been recommended by the VPAA, or the appropriate Vice President, and approved by the President and Board of Regents. In recommending the waiver, the VPAA or the appropriate Vice President must make a written statement of the facts that have led him/her to conclude that the benefit to the University in granting the waiver outweighs the potential harm. In addition, the VPAA or the appropriate Vice President must propose in writing a means by which a qualified, objective person, unrelated to the employee at issue, shall make performance evaluations and recommendations for compensation, promotion, and awards for that employee and state in writing how that means will avoid the conflict of interest. The statement and proposal for supervision shall be made part of the Board of Regents agenda item. Further, a salary increase above the average increase granted to all University employees in similar positions will not be granted to an employee who has been granted a waiver under this policy unless it has been approved by the VPAA or appropriate Vice President and the President.

It is the responsibility of the head of the budget unit to seek a waiver before offering employment to any person whose employment would violate this policy, and the willful failure to follow this policy may result in disciplinary action against the head of the budget unit. Notwithstanding any other provision of this policy, a conditional hire, prior to approval of the Board of Regents, may be made pursuant to this policy if deemed necessary for legitimate academic or business reasons if justified in writing by the appropriate Vice President and approved by the President. At the next regular meeting of the Board of Regents, the written justification and the conditional hire will be considered by the Board of Regents.

Relatives that are within the third degree of relationship to an employee by consanguinity or affinity include the following: spouse, parent, parent of spouse, grandparent, grandparent of spouse, great-grandparent, great-grandparent of spouse, uncle or aunt, uncle or aunt of spouse, brother or sister, brother or sister of spouse, son or daughter, son-in-law or daughter-in-law, grandson or granddaughter, grandson’s or granddaughter’s spouse, great-grandson or great-granddaughter, and great-grandson’s or great-

granddaughter's spouse. For the purposes of this policy, step and half relatives are considered to be related by affinity.

5.12 FACULTY SUGGESTIONS FOR HANDBOOK AMENDMENTS

For this Handbook to be a dynamic document, it must be amended from time to time to reflect any changes in relationships within the University. While these amendments may be generated in the usual ways that policies and procedures of the University and Board of Regents are generated, it is important that faculty have a non-exclusive method for suggesting changes. To this end:

1. An amendment to this Handbook may be proposed by written petition of 25 percent of the entire voting membership of the Faculty Senate.

2. Any amendment proposed must be distributed in writing, together with its proposed date of implementation, to all members of the faculty at least ten days prior to its first consideration and discussion at a Faculty Senate meeting.

3. Once a proposed amendment has been presented to the Faculty Senate, it will be discussed at a duly authorized meeting, either regular or special, and may not come up for a vote of approval or rejection by the Senate until a second meeting held not less than twenty nor more than thirty days after the meeting at which it was considered and discussed.

4. When approved by a two-thirds vote of the voting membership present and voting at a duly constituted regular or special meeting of the Faculty Senate, and a two-thirds vote of those faculty members voting in a faculty election, the proposed amendment shall be forwarded for consideration to the University President. The President can then either approve or disapprove the proposed amendment. If the proposed amendment is to be a Board of Regent's policy, the President shall forward it, upon approval, to the Board of Regents for action.

APPENDIX A

DETERMINATION OF FACULTY QUALIFICATIONS

A.1 DOCTORATE, TERMINAL, OR PROFESSIONAL DEGREE

A faculty member with this academic credential holds a doctorate in an area of specialization. Such degrees may include

A.1.1 Doctor of Philosophy

A.1.2 Doctor of Education

A.1.3 Doctor of Musical Arts

A.1.4 Doctor of Business Administration

A.1.5 Doctor of Pharmacy

A.1.6 Juris Doctorate

A.1.7 Doctor of Medicine

A.1.8 Doctor of Veterinary Medicine

A.1.9 Doctor of Nursing

Acceptance of other doctorates or professional degrees (such as the Masters of Fine Arts) must be made by the VPAA in consultation with the appropriate Dean. Such acceptance must be specified in the initial written offer of appointment.

Specific degree requirements stated as prerequisite for appointment, promotion, tenure, or other personnel action are met only by possession of an earned degree from an institutionally accredited or internationally recognized institution.

A.2 ACCEPTABLE ACADEMIC CREDENTIALS IN ISOLATED, SPECIAL CASES

Institutions of higher education such as the University are necessarily diverse. This diversity exists in educational programs and degrees offered to meet the needs of the clientele served. Diversity of educational programs implies diversity of academic credentials of the faculty within those programs.

In an effort to guide decisions relative to faculty status, the following are presented as examples of acceptable academic credentials that may apply in special circumstances. These examples are as follows:

A.2.1 Artistic Recognition includes, but is not limited to, having works in collections in reputable national museums or regional juried shows; performing a specialty in regional or national recitals; publishing poems, stories, or prose in nationally recognized literary publications; or accomplishing other extraordinary endeavors.

A.2.2 Professional Recognition includes, but is not limited to, publications in recognized professional journals; leadership in learned, scholarly, or professional organizations; successful experience and regional or national acclaim in technical, managerial, or entrepreneurial circles; recognition in basic and/or applied research; or other extraordinary accomplishments and/or credentials.

A.2.3 Professional Certification must be through a recognized regional or national standard examination or program. Professional certification must include “professional recognition” as described in Section A.2.2 above. Examples of professional certification include, but are not limited to,: certified public

accountant, certified life underwriter, registered physical therapist, registered nurse, registered dietician, or similar certification of specialized competence.

A.3 HIGHEST DEGREE AVAILABLE OR MULTIPLE MASTER'S DEGREES

Some educational disciplines may not afford the opportunity to faculty to pursue a doctorate, terminal, or professional degree due to rarity of such degree programs. In these isolated cases, faculty will be responsible for holding the highest degree available in their academic specialty in order to be eligible for positions, promotion, or tenure.

In such cases, it may be more appropriate for the faculty to hold or pursue an additional specialized master's degree. This determination shall be the responsibility of the department chair in consultation with the faculty member and the departmental/school personnel committee. Consultation with the Dean and VPAA may also be appropriate.

Non-availability or rarity of an appropriate doctorate, terminal, or professional degree program must be substantiated by the Department Chair.

A.4 SUBSTANTIAL PROGRESS

This implies the completion of a major portion of the work toward a doctorate, terminal, or professional degree. A major portion of the work implies the completion of all required course work or could include completion of all requirements except thesis or dissertation.

Substantial progress towards other acceptable academic credentials shall be dependent upon the credentials in question. The appropriate department chair shall determine the degree of progress, subject to review by the Dean and VPAA.

APPENDIX B

STANDARDS FOR PROMOTION

B.1 CRITERIA FOR PROMOTION

University continually seeks to build and improve its academic stature. A major mechanism for strengthening the University academically is a sound and consistent promotion policy that demands and rewards faculty academic development. Therefore, eligibility for promotion shall be based upon faculty performance evaluated against criteria in the areas discussed below. Faculty must meet the standards regarding academic credentials, length of service, and teaching effectiveness to be eligible for promotion. Evaluation of the faculty member's performance in the other areas shall be based upon individualized criteria negotiated in the faculty member's Annual Plans approved by the Department Chair and the Dean and based upon the following categories. A recommendation for promotion to a higher rank is based upon the professional judgment of the individuals involved in the evaluation process.

The extent to which years spent on leaves of absence will count to fulfill length of service criteria will be determined by mutual agreement between the VPAA and the faculty member prior to the VPAA's granting of such leaves. Such agreements must be made in writing and placed in the faculty member's personnel file.

B.1.1 For Promotion to Senior Instructor

1. Academic Credentials

To be considered for promotion to Senior Instructor, an earned master's degree relevant to the teaching field awarded by an institutionally accredited or internationally recognized institution is required.

2. Length of Service

Four years of completed service at the rank of Instructor at Cameron University or at another accredited college or university is required. The rank of Senior Instructor is not a necessary condition for consideration for promotion to the rank of Assistant Professor.

3. Teaching Effectiveness

See Section 4.3.1.2.a for teaching effectiveness criteria

4. Scholarly or Professional Activities

Effective teaching requires active involvement in the intellectual and scholarly developments in the faculty member's area of specialization. To be considered for promotion, the faculty member should give evidence of the following:

a. Adequate grasp of one's area of specialization;

b. Continuing efforts to remain abreast of developments in the area of specialization;

c. Application of current scholarship to teaching;

d. Membership in appropriate professional organizations; and

e. Other efforts to continue academic growth.

5. Departmental Service

Faculty involvement in departmental activities besides teaching is required. Departmental service may include, but is not limited to, the following:

a. Service on departmental committees;

b. Performance of departmental and/or instructional program administrative duties; and

c. Development of the departmental or instructional program curriculum and/or courses.

6. University Service[1]

Faculty service to the University outside instructional duties may be considered in evaluation for promotion. Such service may include, but is not limited to, the following:

a. Participation in committees or organizations within the governance structure;

b. Service on ad hoc or advisory University bodies outside the governance structure;

c. Performance of special administration functions;

d. Participation in program and/or curriculum development; and

e. Service as a representative of the University and external organizations.

7. Community Service[2]

Community service appropriate for consideration in promotion decisions should be based upon the academic or professional expertise of the faculty member and should reflect favorably upon the University. Such service might include, but is not limited to, the following:

a. Serving in the faculty member's area of expertise as a consultant, resource person, or researcher;

b. Giving lectures, serving on panels, performing in creative activities, or otherwise participating in community activities directly related to University functions; and

c. Serving as the University's designated representative at appropriate community functions.

B.1.2 For Promotion to Assistant Professor

1. Academic Credentials

To be considered for promotion to Assistant Professor, completion of an appropriate earned doctorate, terminal, or professional degree or other appropriate credentials is necessary. (See Appendix A.)

2. Length of Service

Three years of full-time, ranked teaching experience at Cameron University or at another accredited college or university is required. Promotion may be recommended with a shorter length of service than described above by the department/school personnel committee

[1] Activities in these categories may be considered but are not mandatory.

[2] Ibid.

and/or department chair. Rapid promotion is based upon extraordinary qualifications of the faculty member.

3. Teaching Effectiveness

See Section 4.3.1.2.a for teaching effectiveness criteria

4. Scholarly or Professional Activities

Effective teaching requires active involvement in the intellectual and scholarly developments in the faculty member's area of specialization. To be considered for promotion, the faculty member should give evidence of the following:

a. Adequate grasp of one's area of specialization;

b. Continuing efforts to remain abreast of developments in the area of specialization;

c. Application of current scholarship to teaching;

d. Membership in appropriate professional organizations; and

e. Other efforts to continue academic growth.

5. Departmental Service

Faculty involvement in departmental activities besides teaching is required. Departmental service may include, but is not limited to, the following:

a. Service on departmental committees;

b. Performance of departmental and/or instructional program administrative duties; and

c. Development of the departmental or instructional program curriculum and/or courses.

6. University Service[3]

Faculty service to the University outside instructional duties may be considered in evaluation for promotion. Such service may include, but is not limited to, the following:

a. Participation in committees or organizations within the governance structure;

b. Service on ad hoc or advisory University bodies outside the governance structure;

c. Performance of special administration functions;

d. Participation in program and/or curriculum development; and

e. Service as a representative of the University and external organizations.

7. Community Service[4]

Community service appropriate for consideration in promotion decisions should be based

[3] Activities in these categories may be considered but are not mandatory.

[4] Ibid.

upon the academic or professional expertise of the faculty member and should reflect favorably upon the University. Such service might include, but is not limited to, the following:

a. Serving in the faculty member's area of expertise as a consultant, resource person, or researcher;

b. Giving lectures, serving on panels, performing in creative activities, or otherwise participating in community activities directly related to University functions; and

c. Serving as the University's designated representative at appropriate community functions.

B.1.3 For Promotion to Associate Professor

1. Academic Credentials

To be considered for promotion to Associate Professor, the faculty member must possess an appropriate doctorate, terminal, or professional degree or other appropriate academic credentials. (See Appendix A.)

2. Length of Service

To be considered for promotion to Associate Professor, the faculty member must have completed five years of full time, satisfactory or higher service as a faculty member in higher education and four years of full time, satisfactory or higher service at the rank of Assistant Professor. Promotion may be recommended with a shorter length of service than described above by the department/school personnel committee and/or Department chair but the written request for early promotion submitted by the faculty member must clearly indicate that a length of service adjustment is being sought. Rapid promotion is based upon extraordinary qualifications of the faculty member.

3. Teaching Effectiveness

The criteria listed in the section on Assistant Professor shall have been met. Additionally, the faculty member shall have achieved recognition by other faculty and students as a superior teacher.

4. Scholarly or Professional Activities

The criteria required for promotion to Assistant Professor shall have been met. The faculty member shall actively participate in professional organizations and engage in research or other scholarly activities. These might include, but are not limited to the following:

1. Publication of books, articles, chapters, essays, reviews, or other scholarly efforts;

2. Presentation or publication of original productions or creative works before either scholarly audiences or other appropriate forums;

3. Participation in academic conferences, meetings, institutes, or other activities;

4. Service on statewide committees;

5. Consultation with individuals, groups, or organizations utilizing the faculty member's professional expertise; and

6. Innovative applications of technology in support of teaching or research.

5. Departmental Service

The types of service listed in the criteria for Assistant Professor shall be considered. The faculty member shall have served in a leadership capacity in appropriate departmental activities and have, when possible, assumed leadership in the design, development, or implementation of new techniques, strategies, courses, academic programs, degrees, or other academic endeavors.

6. University Service

The types of service listed in the criteria for Assistant Professor shall be considered. The faculty member shall have assumed positions of leadership in the performance of such service.

7. Student Service

Faculty service to students outside of instructional duties should be considered in evaluation for promotion. Such service may include, but is not limited to, the following:

a. Participation in department or University recruitment activities;

b. Sponsorship or directorship of student professional organizations;

c. Sponsorship of student clubs and social organizations; and

d. Supervision of other organized student activities.

8. Community Service

Participation in the types of community service listed in the criteria for Assistant Professor may be considered.

B.1.4 For Promotion to Professor

1. Academic Credentials

To be considered for promotion to Professor, completion of an appropriate doctorate, terminal, or professional degree is necessary.

2. Length of Service

To be considered for promotion to Professor, the faculty member must have completed ten years of full time, satisfactory or higher service as a faculty member in higher education and four years of full time, satisfactory or higher service at the rank of Associate Professor. Promotion may be recommended with shorter length of service by the department/school personnel committee and/or department chair but the written request for early promotion submitted by the faculty member must clearly indicate that a length of service adjustment is being sought. Rapid promotion is based upon extraordinary qualifications of the faculty member.

3. Teaching Effectiveness

The criteria listed in the section on Associate Professor shall have been met. Additionally, the faculty member shall have made outstanding contributions to instructional programs, curriculum, and/or methodologies.

4. Scholarly or Professional Activities

a. Evidence of research or appropriate scholarly pursuits shall be documented.

b. The criteria listed in the sections on Associate Professor shall have been met.

c. In addition, the following should be considered:

1. Receipt of awards, grants, or fellowships;

2. Appointment or election to positions of leadership within state, regional, or national professional organizations; and

3. Other types of recognition within the faculty member's area of specialization.

5. Departmental Service

The criteria listed in the section on Associate Professor shall have been met.

6. University Service

The criteria listed in the section on Associate Professor shall have been met.

7. Student Service

The criteria listed in the section on Associate Professor shall have been met.

8. Community Service

The criteria listed in the section on Associate Professor shall have been met.

APPENDIX C

FACULTY MEMBER EVALUATION FORM

January 2012

Cameron University
Sample Faculty Member Evaluation Form:

Faculty Member's Name: **Academic Year:** _____

Instructions: Department Chair will assign a value of 1 through 5 for each applicable area in each category. Faculty members will be evaluated for the appropriate rank or for promotion to a new rank. The evaluation form will automatically total the number of areas evaluated and calculate the average score for each category.

Merit Points	**Definition for Rating to be Applied:**
(5) OUTSTANDING	Consistently surpasses requirements. Reflects clearly exceptional performance.
(4) VERY GOOD	Reflects substantially superior performance in meeting stated expectations; contributes significantly toward success of department and University.
(3) SATISFACTORY	Fully meets standard performance requirements for this position.
(2) MARGINAL	Performance is below standard position requirements; improvement is expected.
(1) UNSATISFACTORY	Performance shows significant limitation. If the individual is to continue in the position, substantial and prompt improvement is necessary.

CATEGORY 1. EFFECTIVE CLASSROOM TEACHING (Section 4.3.1.2.a)	**Rating**
Mastery of one's subject	
Ability to develop and utilize effective teaching methods and strategies	
Ability to organize subject matter and to present it clearly, logically, imaginatively	
Effective assessment of instruction and revision as necessary	
Integrity, fairness, and objectivity in grading or otherwise evaluating students	
Recognition by other faculty and students as superior teacher	
Made outstanding contributions to instructional programs, curriculum and/or methodologies	
Other measurement 1.1:	
Other measurement 1.2:	
Number of Areas Evaluated Category 1:	**0**
Average of Evaluation for Category 1:	**0.0%**

CATEGORY 2. RESEARCH AND CREATIVE/SCHOLARLY ACTIVITIES (Section 4.3.1.2.b)	**Rating**
Continuing efforts to remain abreast of developments in the area of specialization	
Application of recent scholarship to teaching	
Publication of books, articles, chapters, essays, reviews, or other scholarly efforts	
Presentation or publication of original productions or creative works before either scholarly audiences or other appropriate forums	
Participation in academic conferences, meetings, institutes, or other activities	
Consultation with individuals, groups, or organizations utilizing the faculty member's professional expertise	
Innovative applications of technology in support of teaching or research	
Other measurement 2.1:	
Other measurement 2.2:	
Number of Areas Evaluated Category 2:	**0**
Average of Evaluation for Category 2:	**0.0%**

January 2012

Cameron University
Sample Faculty Member Evaluation Form:

CATEGORY 3. PROFESSIONAL AND UNIVERSITY SERVICE AND PUBLIC OUTREACH (Section 4.3.1.2.c)	Rating
Departmental:	
Availablility for and effectiveness in academic advising and directing of students	
Service on departmental committees	
Performing departmental and/or instructional program administrative duties	
Developing the departmental or instructional program curriculum and/or courses	
Service in leadership capacity in appropriate departmental activities	
When possible, assumed leadership in the design, development or implementation of new techniques, strategies, courses, academic programs, degrees, or other academic endeavors	
University:	
Participation in committees or organizations within the governance structure	
Service on ad hoc or advisory University bodies outside the governance structure	
Performance of special administration functions	
Participation in program and/or curriculum development	
Service as a representative of Cameron University to external organizations	
Assumed positions of leadership in the performance of such service	
Profession and Public Outreach:	
Service in the faculty member's area of expertise as a consultant, a resource person, or a researcher	
Giving lectures, serving on panels, performing in creative activities, or otherwise participating in community activities directly related to University functions	
Membership in appropriate professional organizations	
Serving as the University's designated representative at appropriate community functions	
Service on statewide committees	
Student:	
Participation in department or University recruitment activities	
Sponsorship or directorship of student professional organizations	
Sponsorship of student clubs and social organizations	
Supervision of other organized student activities	
Other measurement 3.1:	
Other measurement 3.2:	
Number of Areas Evaluated Category 3:	**0**
Average of Evaluation for Category 3:	**0.0%**

January 2012

Cameron University
Sample Faculty Member Evaluation Form:

CATEGORY 4. PERFORMANCE OF NON-TEACHING OR ADMINISTRATIVE DUTIES (IF APPLICABLE) (Section 4.3.1.2.d)	**Rating**
Supervises practica	
Leads an educational study tour	
Manages a research project	
Directs a workshop or conference	
Directs or coordinates an academic program or administrative office	
Heads an academic department	
Other measurement 4.1:	
Other measurement 4.2:	
Number of Areas Evaluated Category 4:	**0**
Average of Evaluation for Category 4:	**0.0%**

	% Rating	**Number of Categories**
Average Evaluation for Category 1: EFFECTIVE CLASSROOM TEACHING	**0.0%**	**0**
Average Evaluation for Category 2: SCHOLARSHIP/RESEARCH ACTIVITIES	**0.0%**	**0**
Average Evaluation for Category 3: CONTRIBUTIONS TO THE INSTITUTION AND TO THE PROFESSION	**0.0%**	**0**
Average Evaluation for Category 4: PERFORMANCE OF NON-TEACHING/ADMINISTRATIVE DUTIES/ASSIGNMENTS (IF APPLICABLE)	**0.0%**	**0**
Number of Categories Evaluated:	**0**	**0**
Total Average Score:	**0.0%**	

Deparment Chair's Comments:

Signature:

Faculty Member's Comments:

Signature:

Dean's Comments:

Signature:

APPENDIX D

GRADUATE PROGRAMS

D.1 GRADUATE FACULTY REQUIREMENTS

D.1.1 Faculty must meet three criteria to be appointed as permanent graduate faculty members. They must meet the following three criteria:

a. An earned doctorate or other appropriate terminal or professional degree from a college or university accredited by an institutional accrediting agency;

b. An appointment at the rank of Assistant Professor or above; and

c. Conducted specific forms of scholarly activities in the past five years.

In fulfillment of this final standard, faculty must have at least one of the following:

1. Published a book, chapter, essay in a book, or monograph;

2. Published or have article(s) accepted for publication in juried (refereed) journals; or

3. Presented one or more papers at juried professional conferences or meetings.

D.1.2 Temporary appointment to the Graduate Faculty may be made for persons who have the expertise in an area that qualifies them to teach a graduate-level course. Expertise in an area shall be defined by graduate faculty at the department or school level.

D.2 GRADUATE FACULTY SELECTION

Appointments to the Graduate Faculty, both permanent and temporary, are approved by the VPAA following favorable recommendation of the appropriate department chair, Dean, and the Graduate Council. Appropriate faculty counsel shall be obtained at the department or school level.

D.3 RESPONSIBILITIES OF GRADUATE FACULTY

D.3.1 A permanent member of the Graduate Faculty shall be eligible to:

a. teach graduate courses;

b. serve as a thesis chair;

c. be elected to and vote for members of the Graduate Council;

d. hood master's degree candidates; and

e. participate in university graduate governance.

D.3.2 A temporary member of the Graduate Faculty shall be eligible to teach graduate courses and serve on a thesis committee subject to the recommendation of the department chair and Dean. Additionally, both full- and part-time temporary members of the Graduate Faculty shall be eligible to hood master's degree candidates.

D.4 DUTIES OF THE CHAIR OF THE GRADUATE COUNCIL

D.4.1 Among the duties of the Chair of the Graduate Council shall be

a. coordinating graduate programs among the respective departments;

b. serving as the presiding officer of the university-wide graduate faculty and the Graduate Council;

c. serving as the administrative and communications officer among the Administration, the Graduate Faculty, and the Graduate Council;

d. working with the academic departments and the Graduate Council in planning new graduate programs and courses, in recommending changes in existing programs and courses, and in preparing schedules of graduate offerings;

e. working with the Graduate Council on policies that impact decisions regarding admission to, retention in, and completion of the requirements of graduate study and recommending the conference of graduate degrees;

f. administering University policies, procedures, and regulations regarding graduate programs, courses, and degrees; and

g. fulfilling other responsibilities as assigned by the VPAA.

D.5 GRADUATE COUNCIL

The Graduate Council shall be the body that makes recommendations concerning policies, procedures, and regulations within the University on all matters pertaining to graduate studies.

D.5.1 The Graduate Council shall

a. formulate and forward to the VPAA recommendations regarding aims, objectives, plans, policies, procedures, and regulations relative to the University's graduate programs;

b. recommend to the VPAA policies, procedures, and standards governing development, evaluation, and modification in graduate curricula, including the addition or deletion of courses and programs;

c. formulate and forward to the VPAA recommendations regarding policies, procedures, and regulations for admission to, retention in, and completion of graduate degree programs;

d. serve as an appeals committee for actions resulting in the dismissal of a student from a graduate program;

e. review and make recommendations to the VPAA concerning the periodic evaluation of graduate faculty;

f. make recommendations and give advice to the VPAA on other matters of concern to graduate education at the University; and

g. create such committees as the Council shall deem appropriate.

D.6 GRADUATE COUNCIL MEMBERSHIP

D.6.1 Elected members shall be chosen as follows

a. Each department that offers a graduate program shall be represented by the department chair and shall be entitled to elect two additional voting members to the Graduate Council. The departments shall develop election procedures to ensure broad representation of as many academic programs as possible.

b. Members of the permanent Graduate Faculty are eligible for election to membership on the Graduate Council.

c. Each elected member shall serve for three years.

d. Vacancies caused by resignation, leave, illness, or other circumstances shall be filled by election in the department with the vacancy. The newly-elected member will serve the remainder of the unexpired term.

D.6.2 Graduate Student Members

One graduate student shall be nominated by each department with at least one graduate program and shall be confirmed by a majority vote of the Graduate Council. Only graduate students who are officially enrolled in a degree program and one or more courses leading to the completion of that degree shall be eligible. Student members shall serve with voting privileges for one-year terms and may serve for more than one term.

D.6.3 The Chair of the Council

The VPAA will appoint the Chair of the Council from the ranks of the Deans of the Schools with at least one graduate program. The Chair of the Council may vote only in the event of a tie vote by the Council.

D.6.4 Attendance

Any member of the Graduate Council who shall miss three meetings in any academic year may be deemed to have forfeited the office. Upon such occurrence, the Chair of the Council may notify the Department Chair of the affected department and request that the department's Graduate Faculty elect a new representative.

D.6.5 Administrative Support

The Office of Academic Affairs shall provide such administrative support for the Graduate Council as shall be appropriate.

D.7 GRADUATE COUNCIL MEETINGS

D.7.1 Meetings shall be held as needed during the year.

D.7.2 A quorum shall consist of a majority of the voting members of the Council.

D.7.3 Business of an emergency nature can be brought before the Graduate Council at any meeting if a majority of the voting members present vote to consider the issue.

D.8 GRADUATE COUNCIL ACTIONS

D.8.1 Each member of the Graduate Council shall be sent a copy of the Council's agenda before its meetings and copies of the Council's minutes afterwards. Permanent minutes and records of the Council shall be maintained by the Chair.

D.8.2 Items of business before the Graduate Council shall be passed if a majority of the voting members present vote favorably.

APPENDIX E

BENEFITS AND GENERAL INFORMATION

E.1 GENERAL INFORMATION

Included in Appendix E are descriptions of benefits provided faculty by Cameron University, together with other general information. Since many of the items, such as group insurance, are highly technical and may change from year to year, the descriptions will be general in nature. Appendix E is therefore informational and not contractual.

E.2 INSURANCE

E.2.1 Group health, accident, and major medical insurance is purchased for all full-time faculty by the University. In addition, faculty may purchase similar insurance for dependents through a payroll deduction plan. A more detailed description of the insurance coverages is available through the Human Resources Office.

E.2.2 Term life insurance is also purchased for all full-time faculty by the University. Faculty may purchase similar insurance for dependents through a payroll deduction plan. A more detailed description of the insurance coverages is available through the Human Resources Office.

E.2.3 The University also purchases long-term disability insurance for all full-time faculty members. The description of insurance coverages will include long-term disability.

E.2.4 In addition, the University maintains other types of insurance that may afford coverages for faculty acting on behalf of the University in the performance of their duties. Specific questions as to these coverages should be addressed to the Human Resources Office.

E.3 OKLAHOMA TEACHERS RETIREMENT SYSTEM

Each year the Board of Regents, acting upon the recommendation of the University administration, determines the amount of the mandatory contribution, if any, that the University will make to the Oklahoma Teachers Retirement System on behalf of individual faculty members.

E.4 PAYROLL CHECKS AND DEDUCTIONS

Payroll checks will be provided by direct deposit. Payroll deductions are allowed in accordance with state statutes, and specific questions concerning them should be addressed to the Human Resources Office. The State Treasurer's office provides a direct deposit service for all employees.

E.5 FACULTY DISCOUNTS

E.5.1 Full-time faculty may enroll in up to two courses during any academic term at one-half of the regular enrollment fee. Further, full-time faculty may enroll in any course offered by the Department of Educational Outreach at one-half the regular fee and may enroll in any non-credit offering of the Department of Educational Outreach at seventy-five percent of the regular fee.

E.5.2 The Cameron University Bookstore grants discounts on textbooks, certain other books (excluding paperbacks and magazines), supplies, and gifts purchased by faculty and their dependents. The Bookstore Manager can provide information on current discounts and procedures. Free or discounted tickets to University-sponsored events are available for full-time faculty and their dependents.

E.6 COMPUTER SERVICES

Cameron University encourages faculty utilization of computing services for instruction and research. Information Technology Services provides hardware, software, and communications and operational systems, along with consultation training and maintenance services, for instructional and research activities. Some commercial firms also make hardware and software available to faculty at reduced prices. For information, faculty should contact the Information Technology Services.

E.7 OFFICE AND PARKING FACILITIES

An office and reserved parking facilities are provided to all full-time faculty members. Office equipment is not available for personal use and may not be removed from the campus without prior authorization. Faculty are responsible for any University equipment assigned for their use and must surrender the same upon termination of employment. Two reserved parking decals are issued to each full-time faculty member, teaching assistant, graduate assistant, or part-time faculty member without charge. Additional permits may be purchased from the Department of Public Safety.

E.8 TRAVEL

From time to time, faculty may travel in connection with their duties performed on behalf of Cameron University and will be reimbursed for expenses incurred in connection with the travel according to Oklahoma Statutes and University policies. Prior approval is required for all travel and must be requested on University forms. Specific information regarding travel should be sought from the appropriate department chair or from the Business Office.

E.9 COMMUNICATION

E.9.1 Long-distance telephone calls involving University business may be made from telephones that have such clearance. Authorization for long-distance clearance for individual telephones must be requested through the department chair and Dean. Long-distance calls are charged to the billing number of the appropriate academic school or department.

E.9.2 A sub-station of the U.S. Post Office which offers services ordinarily available at regular post offices is maintained in the McMahon Centennial Complex. Outgoing U.S. Mail and campus mail are picked up and delivered twice daily at each academic department.

APPENDIX F

THE APPEAL OF A FINAL GRADE

Only under certain conditions will a formal grade appeal be granted to a student who believes a grade was arrived at improperly or unfairly. The only basis for an appeal is whether the student's final grade was assigned fairly within the grading system adopted by the faculty member. The subjective or qualitative judgment of a faculty member cannot be challenged. For example, a grade received on a paper cannot be appealed. Only factual and objective elements of a student record are within the scope of an appeal.

It must be stressed that an appeals committee will make no effort to establish whether a grading system is academically sound; rather it will attempt to establish whether an instructor's grading practices and procedures were followed consistently and accurately when determining the student's final grade. All other instances of conflicts over grades must be resolved at the departmental levels.

The student who wishes to contest a grade should first make an effort to discuss the matter with the instructor concerned and make every attempt to resolve the problem concerning the disputed grade. If, however, there is no satisfactory resolution, and the student wants to pursue the issue, he should consult the appropriate department chair or the division head if the department chair is directly involved in the grievance, who will invite the instructor to a conference regarding the matter with the student. If the faculty member does not attend the conference, or if it is determined that the grade should remain as recorded, and the student remains dissatisfied, he must initiate a formal request for an appeals hearing prior to the end of the first regular semester following the semester during which the course was taken.

F.1 TO INITIATE A FORMAL APPEAL THE STUDENT SHALL DO THE FOLLOWING:

F.1.1 Make a written request to obtain a copy of a grade appeals form from the Office of Academic Affairs, and

F.1.2 Return the completed appeals form to the Office of Academic Affairs, which will send a copy to the instructor, the department chair, and the Chair for Graduate Council or for undergraduate appeals, the Chair of the University Academic Appeals Committee.

The Chair of the Academic Appeals Committee will appoint a member of the Academic Appeals Committee to serve as Chair and voting member of the grade appeals committee who hereafter is designated by this title. The Secretary shall be elected from within the grade appeals committee. The committee will serve for one full academic year.

At the beginning of the fall semester of each year, the Chair of the Academic Appeals Committee will appoint the Chair of the grade appeals committee and will, by lot, appoint a committee from the appropriate areas. In addition to the Chair, the committee shall be composed of the following members:

- Two faculty members from Academic Appeals Committee.
- One member from Faculty Senate.
- One member chosen from the faculty-at-large.
- Three members from the Student Government Association.

The Chair of the grade appeals committee will schedule the date, time, and place of the appeals hearing; and the secretary will send a written notification of this information to the student, the faculty member, and the committee members involved. The hearing must be scheduled within 15 class days following the date on which the grade appeals committee Chair received the request by the student for a formal hearing if in the judgment of the Chair of the grade appeals committee the criteria for a formal appeal have been met. The Chair has the authority to determine if postponements are justified. If he determines that the postponement is not justified, the Chair can proceed with the

hearing, even though one or both parties are not present for the hearing. The hearing shall be a closed meeting at the request of either the faculty member or the student involved.

If a student or faculty member of the grade appeals committee is in any way actively involved in the grade appeal, that member shall be declared ineligible to serve and shall be replaced by an alternate representing the same body. Also, any vacancies on the grade appeals committee will be filled in the same way.

Normally, the grade appeals committee will meet when necessary during the fall and spring semesters. However, special meetings during the summer session can be held if deemed necessary by the Chair of the Academic Appeals Committee and/or the VPAA.

F.2 PROCEDURES GOVERNING THE APPEAL HEARING AND THE RECOMMENDATIONS

F.2.1 If the faculty member is no longer associated with Cameron University, then the department chair is authorized to act in his absence. However, the faculty member will be given an opportunity to make written responses before a hearing is scheduled.

F.2.2 Both the faculty member and the student must be given the opportunity to be present at any time information relating to the appeal is being orally presented to the grade appeals committee.

F.2.3 Neither the faculty member nor the student may present information which reveals the grades by name of other students unless the written permission of those students has been obtained.

F.2.4 The student and the instructor will be given an opportunity to personally state their cases, present witnesses and comments, and question the other party or parties and their witnesses, if any.

However, the committee shall have no power to require information which is not voluntarily presented to the committee except the work of the student in the class for which the grade is being appealed.

F.2.5 A quorum shall consist of five members plus the Chair. Following the presentation of information by all parties involved, the grade appeals committee may, at its option, excuse all parties to the dispute prior to beginning its deliberations.

F.2.6 The grade appeals committee can recommend either of the following:

a. The grade as given by the faculty member is appropriate and should not be changed.

b. The grade is inappropriate and should be changed to the grade approved by a two-thirds majority vote of committee members present. All committee members present are required to vote. After receiving notice from the Grade Appeals Committee chair, the Registrar will initiate the appropriate procedure for the grade change.

1. The secretary of the grade appeals committee is responsible for forwarding the written recommendation of the committee to the VPAA, the faculty member, the department chair, and the student.

2. The committee's written recommendation must include grounds for its decision and have the approval of a majority of the members present. All voting members must sign the recommendation, but a minority may attach a statement of reservations or a dissenting opinion.

APPENDIX G

FACULTY GRIEVANCE PROCEDURES FOR CAMERON UNIVERSITY

G.1 POLICY

It is the policy of Cameron University that all full-time and part-time members of the University faculty, including those holding temporary appointments, who have a good faith grievance as defined herein, may follow the grievance procedures for Cameron University. Persons holding a joint appointment as both a University faculty and staff member shall use the grievance procedure germane to the nature of the complaint; e.g., if the grievance is relevant to one's work assignment as a member of the faculty, the faculty grievance procedure shall be utilized.

G.2 DEFINITIONS

G.2.1 Complaint. A complaint is a faculty member's timely informal expression of dissatisfaction with aspects of his/her employment which are outside of his/her control.[5]

G.2.2 Grievance. A grievance is a timely formal complaint relating to administrative personnel decisions specifically and directly related to promotion, tenure, work assignments, retirement, safety, or disciplinary actions which has not been resolved to the satisfaction of the faculty member after informal discussion of the complaint through regular administrative channels.

Refer to the Employee Handbook for policies and procedures related to grievances and complaints for harassment, including sexual harassment, and discrimination. For cases involving gender-based misconduct involving students, refer to the Cameron University Gender-Based Misconduct Policy for Students.

A faculty member who has a grievance may protest decisions relating to his/her case in one of the following two manners: The faculty member may utilize the "Faculty Grievance Procedures for Cameron University" or may pursue an administrative route by appealing to his/her Dean and subsequently to the VPAA. The latter shall not apply to matters involving student gender-based misconduct grievances.

The faculty member shall exercise his/her option of appeal route by notifying, in writing, the Chair of the Faculty Senate, his/her department chair and Dean, and the VPAA that a grievance will be pursued and by informing these parties of the procedural route that the faculty member has chosen. The written grievance must state whether the faculty member believes illegal discrimination due to race, color, national origin, sex, sexual orientation, gender identity, gender expression, age, religion, political beliefs, disability, or status as a veteran is involved. Once the faculty member initiates the grievance with the VPAA (administrative route) or with the Chair of the Faculty Senate (grievance procedure route), then he may not change to the other route.

Where there is doubt or disagreement about whether a concern involves a grievable topic, the issue shall be conclusively decided by the VPAA after consultation with an attorney in the Board of Regents' Office of Legal Counsel.

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[3]Complaints and grievances must be submitted within the time requirements of these procedures.

G.2.3 References to Gender. Any use of grammatical gender references shall be interpreted as applying equally to males and females.

G.2.4 Faculty Member. For the purpose of creating grievance committee panels only, a faculty member is a full-time employee who holds academic rank at Cameron University and who is not formally assigned to administrative duties as more than 25 percent of his/her job assignment.

G.2.5 Academic Calendar. For the purpose of this document, "Academic Calendar" refers to the time when a University semester or summer session is in session.

G.3 PROCEDURES

G.3.1 Attempts to Resolve Complaints. A complaint should be brought to the attention of the faculty member's immediate unit supervisor, and if it is not resolved at that level, it should be referred to higher administrative levels according to the established procedure of the school. Complaints unresolved administratively that solely involve harassment based on race, color, national origin, sex, sexual orientation, gender identity, gender expression, age, religion, political beliefs, disability, or status as a veteran must be filed with the Equal Opportunity Officer. Complaints not related specifically or exclusively to a department may be brought to the attention of the Faculty Senate Chair. Complaints relating to possible grievances that have not been resolved by informal discussion with appropriate administrators may, on the recommendation of the Faculty Senate Chair, be presented to an informal review committee. Complaints related to specific personnel action decisions must be presented to the Chair of the Faculty Senate within 60 calendar days of the date when the faculty member was notified of the action.

G.3.2 Informal Review Committee. The informal review of referred complaints shall normally be of a committee composed of three past Chairs of the Faculty Senate, only one of whom may have primarily administrative duties. The Chair of the Faculty Senate shall choose the committee members by lot from among the former Chairs currently on campus. If an insufficient number are reasonably available, the Faculty Senate Chair may use discretion in making appropriate appointments to the committee. The review committee shall attempt to resolve the referred complaint and shall report to the Chair of the Faculty Senate within 15 working days of its formation (based on the academic calendar). For complaints that involve alleged discrimination, the Equal Opportunity Officer shall be advised and shall normally serve as the fourth member of this review committee. The Chair of the Faculty Senate shall consult with the complainant about the results of the informal review and shall inform the complainant of the opportunity to make a written request for a grievance hearing that must be filed within 15 working days of notification of the results of the internal review (based on the academic calendar).

G.3.3 Grievances. If informal discussion fails to resolve the complaint, or if the Faculty Senate Chair determines that an informal review committee is not appropriate, the complainant may request in writing that the Chair of the Faculty Senate form a grievance committee. This request must be submitted within 15 working days (based on the academic calendar) of either (a) the conclusion of the informal review or (b) the date the Chair declined to select an informal review committee. To insure the rights of the individuals involved, the Chair will provide both the complainant and the person against whom the complaint was made with copies of written policies and procedures relating to the grievance.

G.3.4 Information to be Contained in Written Grievance Request. Any written request for grievance adjudication, regardless of the nature of the grievance, shall not be considered unless it contains the following information: (a) a clear, detailed statement of the grievance and a statement describing the specific supporting evidence; (b) the specific remedial action or relief sought; (c) a brief summary of the results of previous discussion on the issues involved; (d) a statement of reasons by the complainant for his/her dissatisfaction with previous attempts at resolution of the grievance; (e) a

statement that illegal discrimination is, or is not, alleged. To facilitate a review of the grievance, it is strongly suggested that the request be typed, double-spaced, signed, and presented in the sequence stated above.

G.3.5 Formation of a Grievance Committee. Within 10 working days (based on the academic calendar) of the acknowledged receipt of a written request for the formation of a grievance committee, the Chair of the Faculty Senate shall select a grievance committee by random choice from the established panels. Both parties to the grievance shall be notified of the time and place for selection of the grievance committee, and each shall have the right to be present during the selection.

G.3.6 Establishment and Membership of Panels for Formal Hearing. Panels from which members of the grievance committee are to be selected shall include all full-time faculty members as set forth below. The Panels shall be comprised of members exemplifying the nature of Cameron's diverse and inclusive full-time faculty.

a. Professors

b. Associate Professors

c. Assistant Professors

d. Ranks below Assistant Professor

G.3.7 Composition of a Grievance Committee. The grievance committee shall consist of five members, chosen at random, consisting of one member from each of two panels to which the grievant belongs, and three additional members who must be tenured faculty--one Professor and two Associate Professors. If the grievant belongs to more than two panels, he may select the two panels from which the members are to be chosen. The grievant and the other parties involved in the grievance shall each be allowed to challenge one selection for the committee without showing cause (peremptory challenge) and any other selection for cause. Challenges may be made after a full potential committee has been selected. The Chair of the Faculty Senate shall rule on the validity of challenges for cause. Members of the department involved in the grievance shall not be eligible to serve on the committee.

G.3.8 Grievance Consultant. At any step in the grievance procedures, the Chair of the Faculty Senate or the Equal Opportunity Officer who may become involved if discrimination is alleged, may be requested by either or both parties to the grievance or by the grievance committee to serve as a consultant in an advisory capacity without the power of decision in the grievance matter.

G.4 HEARINGS AND REPORT

G.4.1 Designation of Chair. Normally, the Chair of the grievance committee shall be the faculty member with the greatest number of years of service at Cameron University. However, the committee may depart from this procedure for reasons it deems sufficient, provided the Chair is selected from among the members of the committee. The Chair shall schedule a hearing at the earliest convenient time when all affected parties can be present.

G.4.2 Responsibility for Serving on Committee. All members selected shall be expected to serve on the committee except in cases of illness, necessary absence from the campus, service on a grievance committee in the current or immediately preceding academic year, or other extreme hardship. The Chair of the Faculty Senate shall decide whether a chosen committee member should be excused from service and must replace such a member by the same procedure used for the original selection. Members of the grievance committee shall commit themselves to observe procedures consistent with fairness to all parties concerned; for example, the committee members shall not discuss the case with anyone outside of the hearings and shall not be influenced in making a decision by any consideration other than the evidence presented to them in meetings in which all affected parties are present. In

the event of serious illness, necessary absence, or extreme hardship on the part of a member of the grievance committee during the course of the hearing, the Chair of the Faculty Senate may at his/her option or at the request of the grievant select a replacement by the same procedure used to select the original panel. In the event a committee member is replaced in the course of the hearing, his/her successor shall review the record of the proceedings to become familiar with the positions of the parties and their evidence.

G.4.3 Attendance at the Hearings. The grievance committee shall invite the grievant and the person against whom the grievance is filed to all hearings. Attendance at the hearings shall be limited to persons who have an official connection with the case, as determined by the Chair of the grievance committee. The grievant and the person against whom the grievance is filed may each choose to be accompanied by an advisor, a colleague, a friend, or legal counsel. If either party is to be accompanied by legal counsel, the Chair of the committee shall be notified at least five working days prior to the meeting and shall notify the other party as soon as possible. The committee may request legal assistance from the University. Others whose participation in the hearing is considered essential in order to assist the committee in establishing the facts of the case shall appear before the committee where they will remain only long enough to give testimony and to answer questions of committee members. The Chair shall designate a recorder for the proceedings, subject to approval by both principals.

G.4.4 Rules of Procedure for Hearing. The committee and those persons directly involved in the grievance may call witnesses, present statements, and in a structured manner ask questions of each other and of the witnesses, except that only procedural questions may be addressed to committee members after the committee is selected. Although one or both of the principals may be accompanied by a colleague or counsel, the principals shall normally be responsible for presenting their own case. The committee shall have immediate access to all relevant non-confidential documents and other materials but shall consider as evidence only those materials, including testimony, to which all of the principals to the grievance have been afforded access. The grievance committee shall set forth the rules of procedures for the hearing, usually within the guidelines and suggested format set forth below. The Chair may, for good cause and with the concurrence of a majority of the entire committee, authorize deviation from the guidelines or format, in which case the principal parties shall be notified. Guidelines are as follows:

a. The grievant shall be heard first in all phases of a grievance hearing and shall be primarily responsible for the presentation of his/her position.

b. Counsel or representative may advise the principals but shall not be permitted to testify or cross-examine.

c. A reasonable time limit should be established for opening and closing statements and shall be announced prior to or at the outset of the hearing.

d. Length of hearing sessions may be established in advance; every effort should be made to conduct the hearing as expeditiously as possible, with equal fairness to both parties.

e. The principal parties shall provide the Chair with the names of potential witnesses at least 48 hours prior to the hearing. The Chair shall be responsible for determining the time when the witnesses will appear before the committee. The principal parties shall be responsible for informing their own witnesses of this scheduled appearance.

f. After primary witnesses for both parties have been heard, such witnesses may be recalled for additional questioning if requested by either party or by the grievance committee. The committee may call new witnesses whose testimony it deems relevant or helpful.

g. All testimony and other evidence pertaining to the grievance shall be held in strict confidence.

h. Only evidence relevant to the grievance may be introduced. Questions of relevance shall be decided by the Chair.

i. The administration will attempt to secure the cooperation of witnesses and will make available to the committee necessary documents and other evidence within its control. No employee of the University, regardless of position, shall be excluded or excused from appearing before the committee if called, unless good cause can be shown.

j. Procedures recommended by the American Association of University Professors are recognized as general guidelines for conducting investigations in connection with renewal or non-renewal of faculty appointments, to the extent that they are in consonance with the procedures stated herein.

G.4.5 Record of Proceedings. A confidential tape recording of the grievance hearings shall be made and will be accessible to the principal parties involved, the committee, the President or his/her designee, and members of the Board of Regents (and authorized representatives of any of the above) on a "need to know" basis. Either party to the grievance may request that the committee endeavor to provide a typed transcript of the testimony. The cost of preparation of such a transcript shall be paid by the party making the request. After the report of the grievance committee has been prepared, the tapes and relevant material will be sealed and preserved by the Office of the President. Such materials shall be destroyed after five years unless one or both parties submits a written request to the President offering acceptable reasons for preserving such documents.

G.4.6 Right to Withdraw Grievance. At any point in the proceedings prior to the time at which the committee reaches its final decision, the grievant may withdraw any portion or all of the grievance with the consent of the committee. In all cases in which the grievance is withdrawn with the consent of the committee, the grievant shall not have the privilege of reopening the same grievance under these grievance procedures at any time in the future.

G.4.7 Procedures for Reviewing Testimony Presented and Reporting Findings. The committee shall prepare its report, specifically citing the evidence upon which its decision was based. The written report will contain (a) a statement of the purpose of the hearing, (b) a description of issues considered, (c) findings of fact, and (d) recommendations. The grievance committee shall make its report to the President or his/her designee with copies to the principals. The Chair of the grievance committee shall inform the Chair of the Faculty Senate that the report and recommendations of the grievance committee have been submitted to the President. If the recommendations are adverse to the grievant, he shall have five working days (based on the academic calendar) from the date the report is submitted to the President within which he may submit in writing for consideration any specific objections he may have regarding the adequacy of the processes used by the committee in arriving at its conclusions. The committee shall make available to the President, upon request, a summary of the testimony and other evidence presented.

G.4.8 Final Decision. The President or his/her designee shall give the final decision in writing to the Chair of the Faculty Senate, the Chair of the grievance committee, the grievant, and the other party involved in the grievance. If the final decision is contrary to the recommendation of the grievance committee, the President shall include a statement specifying the reason for not accepting the recommendations of the committee.

G.4.9 Time Schedule

a. Filing a Grievance. A person shall have 15 working days (based on the academic calendar) from the date of receiving the recommendations of the informal review committee or of being notified that an informal review committee will not be formed to initiate a written grievance if the complaint has not been resolved to his/her satisfaction.

b. **Formation of a Grievance Committee:** A committee shall normally be selected within 10 working days (based on the academic calendar) after a person has filed a timely written request for the formation of the committee.

c. **Hearings and Reporting Findings.** Grievances shall receive prompt attention. The hearings and report of the grievance committee shall normally be completed within 30 working days (based on the academic calendar) of the formation of the grievance committee, and the final decision shall be made by the President normally within 10 working days (based on the academic calendar) thereafter.

In any case in which the committee deems these time schedules to be inadequate, the Chair shall notify the principal parties involved in writing of the amended time schedule.

APPENDIX H

FACULTY SENATE CONSTITUTION

Article I. Name

The name of this unincorporated association shall be the Faculty Senate of Cameron University.

Article II. Membership and Officers

A. The Faculty Senate shall consist of elected members of the Faculty. In order to be eligible for election to the Faculty Senate, a person must be a full-time member of the Faculty, with rank of Professor, Associate Professor, Assistant Professor, Senior Instructor, or Instructor, or their equivalent as defined by the Faculty Senate with the exception of two members elected from the Supplemental Faculty with adjunct status. Those members of the Faculty whose appointments are more than 50% administrative are excluded from membership in the Faculty Senate.

B. Each academic department will elect at least one voting representative to the Faculty Senate. Each department with more than 10 full-time ranked faculty will elect a second voting representative. No department will be eligible to have more than two representatives. In addition, the Library will elect a voting representative to the Faculty Senate. Also, Adjunct Faculty members will elect from among their numbers two representatives for each academic year; these two representatives must work for different departments. The Student Government Association will elect one non-voting representative to the Faculty Senate. Elected members may be recalled at any time by a majority vote of their department. In such case, the department will hold a special election to determine a replacement.

C. To assure continuity, members of the beginning Faculty Senate shall determine by drawing lots which one-half of the members shall serve for one year, and which one-half for two years. The one-year positions shall become two-year positions at the second annual election.

D. Deans are not eligible to serve as officers or members of the Faculty Senate but may vote in all Faculty Senate elections.

E. A Chair, a Chair-Elect, and a Secretary shall each be elected to a one-year term by members of the Faculty in a general election.

Article III. Faculty Senate Functions

A. The Faculty Senate acts as the official voice of the Faculty as a whole.

B. The Faculty Senate provides information and advisory recommendations on matters of student academic concern to the President. Such matters may include but not be limited to

1. Admission requirements;

2. Curriculum and courses;

3. Degrees and requirements for degrees;

4. Calendar and schedule; and

5. Student affairs.

C. The Faculty Senate provides advisory recommendations to the President and such other administrators or bodies as may be appropriate on institutional matters of direct faculty concern. Such matters shall include but not be limited to

1. Institutional policies regarding faculty status, including appointments, promotions, granting of tenure, retirement, non-reappointment, and dismissal;
2. Institutional policies affecting the general welfare, working conditions, and the services performed by and for the faculty;
3. Institutional policies relating to academic and professional research and other scholarly and creative activities;
4. University budget; and
5. Institutional planning.

Article IV. Faculty Senate Duties

The Faculty Senate will hold regular meetings at a set time each month during the academic year. Special meetings may be called by the President, the officers of the Faculty Senate, or a petition signed by at least ten members of the Faculty Senate.

In addition to attentive performance of the functions stated in Article III, the Faculty Senate shall

A. Facilitate the flow of information to its various constituencies on matters of student, faculty, and institutional concern;

B. Elect, from the membership of the Faculty Senate, the chair and the secretary of each standing committee of the Faculty Senate;

C. Create and elect the members of such ad hoc committees as shall seem appropriate to the Faculty Senate.

D. Coordinate activities, including the receipt and review of recommendations, of standing committees and ad hoc committees of the Faculty Senate;

E. Supervise the election of faculty members to the Faculty Senate, to the various standing committees of the Faculty Senate, and to the University committees; and

F. Serve as an advisory body to any individual or group component of Cameron University if deemed appropriate and useful by the Faculty Senate.

Article V. Liaison with the President

The President will present to the September meeting of the Faculty Senate in each academic year a general message on the state of the University in which he will give recommendations for the progress of the University. At least once a year, the President will provide the Faculty Senate with a report on the state of the University budget.

After each meeting of the Faculty Senate, the Chair will provide in writing to the President of the University a list of all motions approved by the Senate at that meeting. The President will, within 45 calendar days after receipt of a Senate action, inform the Senate of his disposition of a Senate measure. If a Senate measure is disapproved, the President or his representative shall inform the Senate officers of the reasons for the decision. It is noted that at times, confidentiality requirements may limit the extent of complete disclosure.

Article VI. Faculty Senate Standing Committees

A. Academic Standards and Policies Committee

Functions: To formulate or coordinate recommendations and regulations for academic policy and to report to Faculty Senate for consideration recommended interpretations of existing academic policies.

Membership

Chair: Member of Faculty Senate.
Secretary: Member of Faculty Senate.
4 Faculty: Elected members.

Administrative representative appointed by the President (non-voting).

B. Faculty Committee

Functions: To study existing policies and procedures and, if appropriate, develop recommendations to the Faculty Senate for improvements in policies and procedures relating to matters of faculty welfare, including policies relating to management of promotion, salary, rank, tenure, leaves of absence, academic freedom, teaching loads, parking privileges, and any other matter which may affect general faculty morale.

Membership

Chair: Faculty Senate Chair Elect
Secretary: Member of Faculty Senate.
6 Faculty: Elected members.

C. Fringe Benefits and Retirement Committee

Functions: To review, evaluate, and if appropriate, make recommendations concerning fringe benefits and retirement programs to the Faculty Senate.

Membership

Chair: Member of Faculty Senate.
Secretary: Member of Faculty Senate.
3 Faculty: Elected members.
Vice President for Business and Finance (ex-officio, non-voting).

D. Rules Committee

Functions: To make recommendations to the Faculty Senate regarding the nomination of the chair and secretary of each of the standing committees; to review and recommend the establishment, modification, and termination of the Standing Committees; and to certify the validity of election procedures and results.

Membership

3 Officers of Faculty Senate.
2 Additional members elected from and by Faculty Senate.

Article VII. Amendments

A. Proposed amendments to this Constitution may be presented by any member of the Faculty Senate or by any faculty member at any regular or special session of the Faculty Senate. Any such proposed amendment may be amended by majority vote at that same meeting if a quorum is present.

B. Any proposed amendment that is either presented to or amended by the Faculty Senate shall not be voted upon at the same meeting at which the amendment is so presented or amended.

C. The proposed amendment(s), if approved by a majority of the members of the Faculty Senate, is then submitted to the campus faculty for consideration. The proposed amendment(s) shall be accepted if approved by a 2/3 majority of the campus faculty voting in a special election called for that purpose and then approved by the President.

Article VIII. Ratification Procedure

This constitution will become effective when approved by (1) a 2/3 voting majority of the campus faculty voting in a special election called for that purpose, (2) the President, and (3) the Board of Regents.

APPENDIX I

UNIVERSITY STANDING COMMITTEES

1. The **Academic Appeals Committee** serves as the appeals body for (1) the administration of the Admissions and Retention Policies of the University, (2) the consideration of exceptions or substitutions in academic areas which are not specifically reserved to a specific academic department or area, and (3) the consideration of any other matters associated with policies and procedures governing academic appeals.

The responsibility for academic evaluations of students rests with the faculty. If a student feels wrongfully and unfairly treated by an instructor and if he/she is unable to resolve the matter in conference with the instructor or the Departmental Chair, an appeal may be made.

Membership:

Faculty:	Four elected at large by the Faculty.
Students:	Three appointed by the Dean of Students as recommended by the Student Government Association President.
Administrators:	Registrar (ex-officio, non-voting); One appointed by the President (non-voting).

2. The **Access and Opportunity Committee** reviews and makes recommendations on campus policies, processes, and procedures related to access and opportunity for all Cameron University stakeholders and guests. The Committee also communicates to and solicits feedback from University stakeholders regarding access and opportunity.

Membership:

Faculty:	One elected by the faculty to serve a three-year term, one elected by and from the Faculty Senate.
Staff:	One elected by and from the Staff Advisory Council.
Students:	One appointed by the Dean of Student; the Student Government Association President.
Administrators:	Vice President for Academic Affairs (Chair), Equal Opportunity Officer/Title IX Coordinator (ex-officio, non-voting), Director of Student Development (ex-officio, non-voting), one member of the Intercollegiate Athletics Committee.

3. The **Committee on Discrimination and Harassment.**

Membership:

Faculty:	Eight appointed by Faculty Senate.
Staff:	Five appointed by the Vice President for Business and Finance; three appointed by the President
Students:	Five appointed by the Student Government Association; three appointed by the President.
Administrator:	Equal Opportunity Office (ex-officio, non-voting and not eligible for hearing panel membership)

4. The **Curriculum Committee** makes recommendations to the Vice President for Academic Affairs regarding all requests for (1) course changes, (2) new courses, (3) program changes, and (4) new programs.

Membership:

Faculty:	One elected by and from the Faculty Senate; four faculty representatives from each school to be elected by the faculty.
Students:	Two appointed by the Student Government Association President.

Administrators: The Vice President for Academic Affairs or his/her representative (ex-officio, non-voting); Registrar (ex officio, non-voting); Academic Affairs Coordinator (ex-officio, non-voting).

5. The **Developmental Education Assessment Committee** supports ongoing activities and initiatives to improve developmental education delivery and learning outcomes. The members of the DEAC collectively oversee the assessment process for developmental education in mathematics, English, and reading including credit bearing and non-credit bearing activities such as supplemental instruction, tutoring, and peer mentoring. The committee 1) reviews and revises, as needed, outcomes, measures, and targets; 2) coordinates with the appropriate departments or units to gather data from content-based measures; 3) analyzes data from measures and coordinates with the appropriate departments or units to develop or recommend action plans for improvement; and 4) coordinates with appropriate departments and units to implement and update action plans and to evaluate the effectiveness of implemented action plans.

Membership:

Faculty: (Staggered terms of two years) Two appointed by the Chair of the Department of Computing and Mathematical Sciences; two appointed by the Chair of the Department of Communication, English, and Foreign Languages; one elected from the College of Graduate and Professional Studies; one elected from the College of Arts and Sciences.
Staff: (Staggered terms of two years) Two appointed by the Vice President for Academic Affairs.
Administrator: Director of Institutional Effectiveness (ex officio, non-voting)

6. The **Distance Learning Committee** acts as an advisory and recommending body to the Director of Distance Learning. The committee (1) reviews best practices for delivery and support of distance learning in asynchronous, synchronous, and mixed modes; (2) formulates recommendations for faculty policy, procedures and practices for distance delivery of instruction; (3) reviews existing and proposed distance learning programs and courses; and (4) represents Cameron University on state and regional committees and boards on the topic of distance learning.

Membership:

Faculty: (Three-year terms) One, by and from the Faculty Senate. Two appointed by the Vice President for Academic Affairs from programs available completely by technology enabled distance delivery. One appointed by each academic dean (or equivalent) from faculty engaged in distance delivery of instruction.
Students: (One-year term) Three appointed by the Dean of Students as recommended by the Student Government Association President.
Administrators: Director of Distance Learning (ex-officio, non-voting); (Three-year terms) Two appointed by the Vice President for Academic Affairs (ex-officio, non-voting). One, by and from the Staff Advisory Council.

7. The **Faculty Development Committee** serves in an advisory capacity and makes recommendations to the VPAA regarding faculty development programs, policies, and operation of the Faculty Development Center.

Membership:

Faculty: One elected by and from the Faculty Senate; two elected from each school; one elected by and from the Graduate Faculty; three appointed by the Vice President for Academic Affairs.
Administrator: The Vice President for Academic Affairs or his/her representative(s) (ex-officio, non-voting).

8. The **Financial Assistance Appeal Committee** serves as (1) the appeals and review body for financial assistance student concerns and (2) an advisory group to the Director of Financial Assistance.

Membership:

Faculty: One faculty member from the Student Services Committee appointed by the Vice President for Enrollment Management.
Administrators: Director of Financial Assistance or designee (ex-officio, non-voting); Registrar; Academic Advising Center representative; Financial Assistance representative appointed by the Director of Financial Assistance; and Student Support Services representative appointed by the Director of Student Support Services.

9. The **General Education Committee** (1) establishes and reviews guidelines for reviewing courses to meet general education program requirements; (2) reviews courses for meeting general education requirements; (3) evaluates general education assessment results and proposes appropriate program modifications; (4) reviews general education program to assure compliance with regulations and standards of governing bodies and accreditors; (5) formulates and promotes professional development programs for general education faculty; and (6) reports annually on the effectiveness of the general education program.

Membership:

Faculty: Six from the College of Arts and Sciences elected by the faculty; Six from the College of Graduate and Professional Studies elected by the faculty; one elected by and from Faculty Senate (one-year term).
Students: Two appointed by the Student Government Association President.
Administrators: Director of Institutional Effectiveness (ex officio, non-voting); the Vice President for Academic Affairs or his/her representative(s) (ex-officio, non-voting.

10. The **Go Green Committee** makes recommendations to the Vice President for Business and Finance to (1) increase campus awareness of environmental and sustainability issues, (2) suggest methods for continuing environmental education of students, staff and faculty, (3) serve as a processing point for environmental and sustainability recommendations arising from any part of campus, and (4) survey current campus practices related to environmental stewardship and make recommendations for improvement.

Membership:

Faculty: One elected or appointed by and from the Faculty Senate (one-year term) and one faculty member elected at large (two-year term).
Students: The Student Government Association President or designee and one student appointed by the Student Government Association (one-year term).
Administrators: One elected by and from the Staff Advisory Council (one-year term), Director of Physical Facilities or designee, and Dean of Students or designee.

11. The **Graduate Council** serves as the principal governing and appellate committee for all issues pertaining to graduate education at Cameron University making recommendations to the VPAA. Council functions include but are not limited to oversight of graduate curriculum; graduate faculty selection and retention; student matriculation and retention; in cooperation with the academic disciplines, strategic planning for graduate education; and appeals of grades, suspension, and dismissal.

Membership:

Faculty**:** All Department Chairs in departments where ***active*** graduate courses are offered. Two additional faculty members from each department that offers a graduate degree (Business, Education, Psychology).

Students: Three graduate students, one from each department with a graduate program, nominated by the Dean shall be confirmed by a simple majority vote of the Graduate Council.
Administrator: Dean of the College of Graduate and Professional Studies chairs the Graduate Council.
Additional Non-voting: Academic Affairs Coordinator, Graduate Admissions Counselor, Graduate Advisement Specialist, Registrar, Director of Admissions/Graduate Enrollment.

12. The **Information Technology Advisory Committee** is an advisory and recommending body to the Director of Information Technology Services and other appropriate administrators regarding the development of policies and plans related to computing and all aspects of information technology.

Membership:

Faculty: One elected by and from the Faculty Senate; two from each school appointed by the Dean of the School.
Students: Three appointed by Student Government Association President.
Administrators: Director of Information Technology Services (ex-officio, non-voting); three professional staff from Information Technology Services (ex-officio, non-voting); one from the Library appointed by the Director of Library Services; and one professional staff member appointed by the Vice President for Academic Affairs (ex officio, non-voting).

13. The **Institutional and Internal Services Committee** reports to the Vice President for Business and Finance and is responsible for making recommendations regarding University contracts with external organizations, issues of public safety, the upkeep and improvement of the physical plant, and other University services not under the purview of academic or student affairs.

Membership:

Faculty: Three elected at large by the Faculty; one elected by and from the Faculty Senate.
Students: One appointed by the Student Government Association President.
Administrator: Vice President for Business and Finance (ex-officio, non-voting).

14. The **Institutional Animal Care and Use Committee** administers and reviews the University's program for the care and use of non-human vertebrates in research and approves IACUC related projects as needed between review sessions.

Membership:

The IACUC consists of five members not including the Institutional Official (IO). Membership includes: Committee Chair, scientist, nonaffiliated member, nonscientist, and veterinarian or other members as appointed by the IO.

i. Alternate members: At the IO's discretion, alternate members may be appointed with a specific one-to-one designation of IACUC members and alternates. An IACUC member and his/her alternate may not count toward a quorum at the same time or act in an official member capacity at the same time. Alternate members should receive training similar or identical to training provided to regular IACUC members.
ii. Conflict of Interest (COI): IACUC members with a potential COI should notify the Chair and may not participate in the IACUC review except to provide information. Members with a COI may not count toward a quorum and may not vote.
iii. All members are appointed by the IO in collaboration with the Faculty Executive Committee.
iv. Committee members shall serve two-year terms.

15. The **Institutional Assessment Committee** reports to the VPAA and is responsible for (1) identification of appropriate assessment objectives for Cameron University, consistent with the policies and requirements of the Oklahoma State Regents for Higher Education and the Higher Learning Commission; and (2) University-wide

coordination of planning and implementation of entry-level, mid-level (general education) assessment, programs outcomes assessment, and student satisfaction assessment programs which meet those same objectives and requirements.

Membership:

Faculty:	Chair (appointed by the Vice President for Academic Affairs); seven appointed from the College of Arts and Sciences; seven appointed from the College of Graduate and Professional Studies; Chair of the Developmental Education Assessment Committee (if a faculty member).
Staff:	Two from Enrollment Management; two from sponsored programs; two from Dean of Students; two representing other non-instructional units; Chair of the Developmental Education Assessment Committee (if a staff member).
Administrators:	Director of Institutional Effectiveness (ex-officio, non-voting); the Vice President for Academic Affairs (ex-officio, non-voting) or his/her representative.

16. The **Intercollegiate Athletics Committee** serves in an advisory capacity to the Director of Athletics and the President. On request, the Committee reviews, interprets, and recommends policies and regulations regarding the conduct of the intercollegiate athletic program.

Membership:

Faculty:	One elected by and from the Faculty Senate; two elected at large by the Faculty.
Students:	Two appointed by the Student Government Association President.
Administrators:	Faculty Athletic Representative (Chair); Director of Athletics (ex-officio, non-voting).

17. The **Lectures and Concerts Committee** serves in an advisory capacity to the Vice President for Enrollment Management and is responsible for encouraging lectures and concerts by (1) disseminating information regarding funding of lectures and concerts and (2) reviewing and making recommendations regarding proposals for University-funded lectures and concerts.

Membership:

Faculty:	One elected by and from the Faculty Senate; two elected from each school.
Students:	Four appointed by the Student Government Association President.
Administrator:	Dean of Students (ex-officio, non-voting).

18. The **President's Strategic Planning Committee** serves in an advisory capacity to the President on matters related to addressing the University Strategic Plan, Campus Master Plan, and maintaining institutional accreditation. The Committee also serves as the nominating body for ad hoc committees for strategic plan development, campus master plan development, and accreditation self-study development on an as needed basis.

Membership:

Faculty:	Chair, current Strategic Plan Committee; Chair, current Campus Master Plan Committee; Chair, previous HLC Self-Study Committee.
Students:	Two undergraduate students and one graduate student appointed by the Student Government Association President.
Administrators:	President (Chair), members of Executive Council, Accreditation Liaison Officer, and other members as appointed by the University President.
Community:	Appointment by the Chair of the CU Foundation; appointment by the Chair of the CU Alumni Association.

19. The **Recruitment Committee** serves in an advisory capacity to the Vice President for Academic Affairs and the Vice President for Enrollment Management or his/her designee regarding student recruitment.

Membership:

Faculty:	Two elected by and from each school; one elected by and from Faculty Senate; one elected by and from the Graduate Council.
Students:	Two undergraduate students and one graduate student appointed by the Student Government Association President.
Administrator:	Vice President for Enrollment Management or his/her designee (ex-officio, non-voting) chairs the committee.

20. The **Research Committee** serves in an advisory capacity to the VPAA and is responsible for encouraging and assisting faculty and students in research activities by (1) disseminating information regarding funding of research proposals, (2) providing assistance with the writing and review of research proposals, and (3) reviewing and making recommendations regarding University-funded research.

Membership:

Faculty:	One elected by and from the Faculty Senate; four elected at large by the Faculty.
Students:	Two undergraduate students appointed by the Student Government Association President; one graduate student selected by the Graduate Council.
Administrator:	The Vice President for Academic Affairs or his/her representative (ex-officio, non-voting).

21. The **Student Persistence and Completion Committee** supports ongoing activities and initiatives to improve persistence and completion among all student categories including: 1) reviews of student and program performance data; 2) recommendations to the President or appropriate vice president for new persistence and completion initiatives and modification or discontinuation of existing initiatives; and 3) provides or sponsors programming to inform university faculty and staff members of best practices and new national trends in persistence and completion.

Membership:

Faculty:	Two elected at large by the Faculty; one faculty representative appointed by each academic dean, to include at least one person delivering developmental instruction and one person delivering synchronous or asynchronous distance learning instruction.
Staff:	One staff representative appointed by each of the following: Dean of Students; Director of the Academic Advising Center; Director of Admissions; Director of Athletics; Director of Student Housing; Director of Financial Assistance; Director of Sponsored Programs; the Registrar; and the Vice President for Business and Finance.
Students:	Three appointed by the Student Government Association President, one of whom is enrolled online or at a learning site.
Administrators:	The Vice President for Academic Affairs or his/her representative (ex- officio, non-voting); the Vice President for Enrollment Management or his/her representative (ex-officio, non-voting); the Director of Institutional Effectiveness or his/her representative (ex-officio, non-voting).

22. The **Student Services Committee** acts as an advisory and recommending body to the Vice President for Enrollment Management. The committee (1) formulates recommendations for student policy; (2) reviews and interprets existing student policies; (3) coordinates with secondary committees under its jurisdiction (Student Activity Fee Allocation Committee), and (4) reviews applications for new student organizations and makes recommendations to the Vice President for Enrollment Management.

Membership:

Faculty:	One elected by and from the Faculty Senate; two elected at large by the Faculty.
Students:	Five appointed by the Student Government Association President.
Administrators:	One appointed by the Dean of Students (non-voting).

23. The **Teacher Education Council** serves in an advisory capacity to the Director of Teacher Education. The Council (1) reviews teacher education regulations and proposed changes; (2) reviews all approved teacher education programs, proposed programs, and proposed changes in approved programs; (3) makes recommendations regarding the professional education sequence; and (4) makes recommendations regarding the selection, admission, and retention of teacher education students. Standing subcommittees of the Teacher Education Council include the Selection, Admission, and Retention Committee and the Faculty Development Committee.

Membership:

Faculty:	One elected by and from the Faculty Senate; one from each certificate program appointed by the department chair of the discipline; graduate advisor; and the chair of the Graduate Faculty Committee.
Students:	One representing elementary education; one representing secondary education; and one representing Educational Leadership, all appointed by the Student Government Association President.
Administrators:	Director of Teacher Education (ex-officio, non-voting) chairs the Council; Coordinator of Field Experience (ex-officio) serves as permanent Chair of the Selection, Admission, and Retention Committee, CAEP Coordinator (ex-officio, non-voting).
Public:	Two invited to participate by the Teacher Education Council (non-voting).

24. The **Teaching and Learning Committee** serves in an advisory capacity and makes recommendations to appropriate administrators regarding the Library, instructional technology, and other learning-resource centers. The committee reviews proposals and makes recommendations regarding University-funded innovative instruction grants.

Membership:

Faculty:	One elected by and from the Faculty Senate; one librarian appointed by the Director of Library Services; two from each school appointed by the Dean.
Students:	Three appointed by the Student Government Association President.
Administrators:	Two appointed by the President; two appointed by the Vice President for Academic Affairs; the Vice President for Academic Affairs or his/her representative(s) (ex-officio, non-voting); the Director of Distance Learning (ex-officio, non-voting).

Ad Hoc Committees and Task Forces. From time to time, additional ad hoc committees or task forces may be created. A description of those committees or task forces, their purpose, and membership will be maintained on the University's official website.

1. The **Assurance Argument Review Committee** serves to review and update the Assurance Argument provided to the Higher Learning Commission through the 2024-2025 academic year.The committee convenes at least twice each year to allow members to provide input on behalf of the unit or units represented.

Membership:

Faculty:	Three appointed by Faculty Senate; and one each appointed by the Vice President for Academic Affairs and academic deans.
Staff:	One each appointed by the following groups or individuals: Staff Advisory Council; each vice president; the Senior Director of Public Affairs; the Director of Athletics; the Director of

Information Technology Services; the Director of Physical Facilities; the Dean of Students; the Vice President for Enrollment Management; and the administrator directly responsible for distance delivery of instruction.

Administrators: The Accreditation Liaison Officer (chair) and the HLC Assurance Argument Logistics and Coordination Team Member for Document Support.

2. The **Public Exercises Task Force** coordinates commencement ceremonies, convocation, and other ceremonies that include University-wide participation and that are open to the general public. The committee reviews the format, facility utilization, personnel requirements, equipment requirements, safety and parking requirements, and all associated matters necessary for management of the event. Recommendations by the committee are made to the person or organization in charge of the event.

Membership:

Faculty: Representative from the Department of Art, Music, and Theatre Arts.

Administrators: Director, Events and Activities; Representative from Physical Facilities; Executive Assistant to the President; Vice President for Academic Affairs or his/her designee; Dean of Students; Senior Director, Public Affairs; Academic Deans; Registrar; Director, Public Safety; Director, KCCU.