



**NORTHWEST MISSOURI  
STATE UNIVERSITY**

**Faculty Handbook**

**Approved by Board of Regents  
June 27, 2012**

Office of Human Resources  
Northwest Missouri State University  
Administration Building 125  
800 University Drive  
Maryville, MO 64468

**ACKNOWLEDGEMENT AND RECEIPT  
NORTHWEST MISSOURI STATE UNIVERSITY  
FACULTY HANDBOOK**

I acknowledge that I have received a copy of the Northwest Missouri State University Faculty Handbook (“Faculty Handbook”) outlining the policies and procedures of Northwest Missouri State University (“University”). I have read the Table of Contents, and I know what kind of information I can find in the Faculty Handbook. I acknowledge that it is my responsibility to read and understand the information contained in this Faculty Handbook. If I have any questions, I understand that I should contact the Office of Human Resources.

I acknowledge and agree that the University can, at any time, revise, add, or delete any policies, procedures, or benefits as deemed necessary for the efficient operation of the University. Changes to the provisions of Chapter 2, which are contractual in nature, will be effective beginning July 1, following the approval of the change. If statements in this Faculty Handbook are found to be in conflict with existing or future local, state or federal laws or regulations, such rules shall supersede and prevail over the Employee Handbook statements. This edition of the Faculty Handbook supersedes all previous editions of the Faculty Handbook.

As a condition of my employment, and continued employment at the University, I agree to follow the policies and procedures of the University. I understand that, unless otherwise agreed in writing signed by the Board of Regents and subject to any applicable law. As of its Board approval date, this Faculty Handbook replaces all previously distributed editions, except as to Chapter Two which shall be effective July 1, 2012. Any policy contained in any previous Faculty Handbook which does not appear in this edition, or is different from the information provided in this edition, is invalid.

The Faculty Handbook is the property of the University. All information contained within this Faculty Handbook is for the University and its faculty employees only.

\_\_\_\_\_  
Faculty Name

\_\_\_\_\_  
Faculty Signature

\_\_\_\_\_  
Date

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APPENDIX B  
APPENDIX C

## PREAMBLE

This Faculty Handbook of Northwest Missouri State University states the policies which became effective upon the approval of the Board of Regents (“Board”) on June 27, 2012, except that the revisions to Chapter Two will be effective July 1, 2012. The Provost oversees the publication, revision and distribution of the Handbook. The Handbook provides policies, procedures and rules for the orderly conduct of University business and, with the exception of Chapter Two which is contractual, the Board may at any time, revise, add, or delete any policies, procedures, or benefits as deemed necessary for the efficient operation of the University. If statements in this Faculty Handbook are found to be in conflict with existing or future local, state or federal laws or regulations, such rules shall supersede and prevail over the Employee Handbook statements. This edition of the Faculty Handbook supersedes all previous editions of the Faculty Handbook. Interpretation of the Faculty Handbook is the responsibility of the Board. Amendments to Chapter Two of the Faculty Handbook should be submitted to the Faculty Senate for consultation and must be approved by the Board of Regents.

The Faculty Handbook states University-wide policy and takes precedence over policy promulgated by departments, colleges or other units within the University. This does not preclude departments, colleges or other units within the University from issuing policy documents separate from the Faculty Handbook; however, while all such documents may amplify or add detail to policies contained in the Faculty Handbook, all policy disputes will be resolved in favor of those contained in the Faculty Handbook. Policy documents will not be incorporated by reference into this Faculty Handbook unless specifically approved by the Board. Evaluation documents shall be incorporated by reference.

## CHAPTER 1 NORTHWEST AND YOU

### I. **Purpose of the Faculty Handbook**

Welcome to Northwest Missouri State University - it truly is a pleasure to have you on Northwest's faculty team. Our work requires highly qualified and committed faculty like you. We need to be partners working together to serve the changing needs of students and stakeholders, with the goal of providing excellent learning and development opportunities for our students, our stakeholders and ourselves.

This Faculty Handbook is designed to provide you useful, timely information to help you achieve your career goals, while helping you understand how you can contribute to the achievement of the University's goals. We encourage you to refer to this Handbook frequently and talk with department members and other colleagues to achieve maximum benefit from its contents. (The most up-to-date version of the Handbook can be found on our web site, [www.nwmissouri.edu/faculty\\_handbook.htm](http://www.nwmissouri.edu/faculty_handbook.htm)).

This Faculty Handbook is the result of unique faculty/administrative collaboration and focuses on four goals:

- providing you with an understanding of Northwest's philosophy regarding our employees;
- summarizing our institution's history, directions and structure;
- supplying you with employment policies written to protect both you and the institution; and
- providing you with supplementary material to assist you in your everyday work.

### II. **Structure of the Faculty Handbook**

To accomplish these four goals, the Faculty Handbook is divided into six chapters. Chapter 1 is designed to meet the first goal of providing you an understanding of Northwest's philosophy regarding our employees and of our institution's history, directions and structure (Figure 1.1). This philosophy guides our human resources policies and practices and was developed by a widely inclusive group of faculty, staff, and administrators. All involved in developing this Faculty Handbook are firm in their belief that all faculty must understand this philosophy in order to thrive at Northwest.

Please take time and read Chapter 1 before moving on to other Chapters in this Handbook. It is a key to your understanding of the relationship the University would like to share with you.

### Figure 1.1 Chapter 1 Contents

| <b>Chapter 1 – Northwest and You.</b> |  |
|---------------------------------------|--|
| I.                                    | Purpose of the Faculty Handbook                    |
| II.                                   | Structure of the Faculty Handbook                  |
| III.                                  | The Northwest Philosophy                           |
| IV.                                   | The Northwest Culture                              |
| V.                                    | Organizational Structure, Governance and Documents |
| VI.                                   | Summary  |

Chapter 2 aims at meeting the third goal of providing you with employment policies written carefully to protect both you and the institution (Figure 1.2). The provisions of Chapter 2 are the only contractual provisions of the Faculty Handbook. In this chapter we make sure the terms of our relationship are clear and that both the institution and faculty member are protected during all phases of our relationship. We strive for a trusting environment and have collaborated to reframe the traditional relationship between faculty and administration found at most higher education institutions. For this reason, we are providing explicit policies so that we all clearly understand the terms of employment at Northwest.

### Figure 1.2 Chapter 2 Contents

| <b><i>Chapter 2 – Faculty Employment Policies</i></b> |                                       |
|---|---------------------------------------|
| <i>I.</i>   | <i>Introduction</i>                   |
| <i>II.</i>  | <i>Scope</i>                          |
| <i>III.</i>   | <i>Search and Selection</i>           |
| <i>IV.</i>  | <i>Offer of Employment</i>            |
| <i>V.</i>   | <i>Faculty Contracts</i>              |
| <i>VI.</i>  | <i>Types of Faculty</i>               |
| <i>VII.</i>   | <i>Work Load</i>                      |
| <i>VIII.</i>  | <i>Faculty Development</i>            |
| <i>IX.</i>  | <i>Promotion and Tenure</i>           |
| <i>X.</i>   | <i>Separation from the University</i> |
| <i>XI.</i>  | <i>University Policies</i>            |

Northwest is committed to quality education in an environment where teaching is revered, scholarship is promoted and service, to both the University and students, is expected. We seek a rich and diverse community of scholars both in terms of interests and in terms of perspective. In terms of interests, we seek scholars with competencies in the scholarship of teaching, application, and integration as well as the scholarship of discovery – Ernest Boyer’s terms described in Scholarship Reconsidered. In terms of

perspective, we seek scholars from diverse experiences, including those who represent minority cultures in America and those who offer a window to the global community. Our faculty employment policies are designed to create a community of scholars committed to preparing our students for a lifetime of learning. The process begins when we define a need for a new faculty member. Each vacant position is viewed as an opportunity to enhance our community, and the search process is focused on attracting a faculty member who is appropriately diverse and whose values, interests, capabilities and experience match the current and future needs of the department, college and University. An offer of employment is an invitation to join the Northwest community. The faculty contract affirms the University's commitment to you and your commitment to the University.

An important component of faculty performance is creating high quality learning experiences for students. These experiences (in person, web-based, etc.) come about when faculty study their subjects well in a scholarly mode, prepare for class appropriately, are available to students outside the classroom, and assess students' progress in a timely and comprehensive fashion. The professional development of each faculty member is thus vital to an evolving community.

Once a member of Northwest's faculty has been hired, the University is committed to helping the faculty member develop professionally. Our development activities are designed to challenge and nurture you throughout your career through a system of activities including orientation, professional growth, evaluation, promotion, tenure and retirement. With new faculty members, our first goal is to assure that both the faculty member and the University have made the correct choice. During the first three years, new faculty will benefit from mentors and opportunities provided by cohort development groups. Continuing reviews and especially third- and fifth-year reviews allow you to understand your progress toward the attainment of tenure. The University offers a wide range of resources for growth and development ranging from support for research to sabbaticals to released time to reassigned time. All of these resources allow you to renew, reflect, gain a new perspective and build new areas of your career, while allowing the institution to benefit from your new perspectives and accomplishments.

Our commitment to faculty does not end with promotion and tenure. We continually desire to upgrade pay and benefit packages to reflect the quality we desire in our faculty. Our tenured professors are actively encouraged to continue to grow as scholars and to continue to provide leadership and direction for our community. Retirement is seen as the culmination of a successful partnership, and our commitment to faculty extends into retirement.

Chapters 3 through 7 are designed to meet the fourth goal of providing you supplementary material to assist you in your everyday work (Figure 1.3). The material presented provides some basic information on a range of topics, but we

have included points of contact and email addresses to help guide you in the direction of acquiring further information when necessary.

**Figure 1.3: Chapters 3 through 6**

| <b>Chapters 3-6</b>  |
|--|
| • Chapter 3 - Administrative and Financial Policies of Interest to You                                   |
| • Chapter 4 - Academic Policies and University Services of Interest to You                               |
| • Chapter 5 - Student Affairs Policies of Interest to You  |
| • Chapter 6 - Communication, Research, Publication Policies, Resources and Guidelines of Interest to You |

**III. The Northwest Philosophy**

This University philosophy is drawn from *Sustaining a Community of Learners: Our University Human Resource Development Strategy*, approved in March of 2000 by our Board of Regents. The document provides a comprehensive view of our approach to developing all University employees. For purposes of the Faculty Handbook, what follows are the document's key contents from its nine sections.

**A. Background**

The document received widespread input from the Faculty Senate and its Welfare Committee, the University Chairs Council, the Deans' Council, the Northwest Leadership Team and the Human Resources Advisory Team. Each of these bodies has committed to translating the human resource development tenets and practices outlined in the document into University policy and practice. The vision and approaches outlined for achieving it are seen as applying to all University employees including faculty and administrative, professional, and support staff. Further, these principles are seen as complementary to Northwest's focus on continuous quality improvement and the tenets of the Malcolm Baldrige National Quality Award Criteria, which we follow in our management and planning systems. The goal of the document is to ensure that the University, through our human resource policies, processes, and initiatives, sustains a community of continuous learners, who can help us adapt to significant challenges in the future.

All involved in developing this document see this as an advantageous time to translate its tenets into policy and practice. The relationship between the University leadership and faculty and staff has steadily improved and trust has been improved. There are signs that higher education as we know it is about to enter a period of significant challenge and change. These challenges include demands from the public for greater responsiveness to its learning needs; increased opportunities in technology for the improvement and distant delivery of learning; and reduced operating costs, primarily to keep tuition affordable. With these challenges ahead of us, the parties to this document believe that all

Northwest employees need to see the University's human resource development policy as affirmative and demanding. In so doing, we hope that you will see the University as being dedicated to your personal and professional success as we move into more difficult and uncertain times. Indeed, if Northwest is to prosper in the future, we all must adopt new approaches to our work and the basic role we play in the University.

## **B. Vision**

To ensure that our students receive the very best education possible, Northwest is devising a human resource development system that supports and challenges faculty and staff throughout their careers at Northwest. This system includes:

- Search and selection processes that attract a diverse faculty and staff whose values, interests, capabilities, and seniority match the University's present and future human resources needs.
- An orientation process that sets clear expectations and actively integrates new faculty and staff into the Northwest culture as well as into their particular responsibilities.
- A system that positively develops Northwest faculty and celebrates their achievements including, as appropriate:
  - Promotion procedures that challenge faculty in an environment of support with criteria that are appropriate, clear, fair and relevant to the mission of the department, unit, college and University; and tenure procedures for faculty that are perceived as appropriate, clear, fair and relevant;
  - The expectation that senior and tenured faculty will continue to grow professionally and personally and demonstrate their continual learning, leadership and collaboration in their annual reviews.
  - The expectation that senior faculty will actively mentor their younger colleagues and associates to provide continuity and perspective in times of rapid change as well as convey the role of traditions and core values in the Northwest culture;
  - Provisions for recognition and celebration of faculty achievements both as team members and as individuals; and
  - Provisions for faculty and administrative staff for a limited number of sabbatical leaves and educational leaves that (1) enable continual personal and professional growth and (2) contribute concretely to Northwest's current and long-term human resource needs.
  - A compensation structure that is fact-based, fair and competitive.
  - Provisions for clear, two-way communication about needs, the directions of the University, and the positive role each member of the University community can play in the future of a University challenged by significant change.

- Expectations that the University's human resources development strategy reflects an on-going commitment to a systemic human resources plan that is annually reviewed, appropriately funded, and continually improved.
- Expectations that all University faculty will take personal responsibility for fulfilling the role assigned to them for achieving the University's mission and in developing personally and professionally so that they can grow with the University as this mission evolves.

## **C. Approaches for Achieving the Vision**

### **1. Search and Selection Processes**

Northwest departments and work units play the critical role in the identification and recruitment of new faculty and staff colleagues and must take a strong hand in the search and selection processes. They need to be supported in their efforts to search aggressively for colleagues and associates who hold great promise for success at Northwest. To assist search committees in their quest for the highest quality, most diverse pools of candidates, they specifically need to develop search and selection processes that are rigorous and ensure both the candidate and the department or unit are well informed when a hiring decision is made.

### **2. Orientation Processes**

To fully maximize new faculty and staff talents, orientation should be viewed as an on-going process, not a single event. In essence, dialogue about progress toward goals should occur within the department in the first eighteen months to three years of employment. Initially, new faculty orientation will be coordinated between the University, college and department, providing new faculty members with a clear overview of their department, college and University cultures and the important roles they are expected to play in them. For example, orientation to teaching and meeting the needs of students in the classroom will be the focus of first-year activities with new faculty, and orientation to committee and team service should be the focus of the next six months' activities. In the initial orientation activities, mentors and their academic dean will orient new faculty to the contents of this Faculty Handbook and get them started on a plan for achieving their career goals, appropriate promotions, and tenure at Northwest. Faculty will also receive a clear overview of the criteria for promotion and tenure during these activities. The process will be responsive to the needs of all new faculty members and the departments in which they work and will be challenging and supportive.

### **3. University Development Process**

Once new faculty members are launched into the system, it will support them by providing annual progress reviews, carrying out periodic reviews of personal and professional growth, and providing for mentoring from unit leadership as well as

senior faculty and staff where appropriate. In addition, the Human Resources Management Office will ensure that the development process supplies or identifies internal training and development opportunities needed for success at Northwest and in each position. The colleges and the units as well as the University will make sure that these processes provide support to all employees throughout their careers. In the case of faculty, for example, these processes will ensure that the same level of clarity and fairness in the application of promotion and tenure criteria exists across all departments.

#### **4. Celebration**

Through regular recognition and celebration activities the University signals the value of growth and development to our culture and indicates what behaviors and activities are desirable. Northwest's future gains in continuous quality improvement depend on the learning and depth of participation of its employees. Employee attitudes and performance influence the climate of the campus. Consequently, the University must acknowledge the extraordinary efforts of all of its employees by recognizing their accomplishments and milestones in their professional and personal lives in a timely and positive fashion. Career paths should note milestones and key events for recognition, which will be recognized by the unit leader and brought to the attention of others appropriately.

#### **5. Compensation Structure**

The University has committed to paying competitive salaries and benefits. In the case of faculty and academic administrative staff, for example, Northwest refers to national data for Masters I institutions to consider compensation levels. For all employees, we will continue our annual review of salaries and administer salary increases so we remain as competitive as possible and to enable us to continue to recruit and maintain an employee base of highly motivated, highly productive faculty and staff. We will communicate our progress in this area to the faculty and staff regularly in some detail through the Faculty Senate Welfare Committee and the Support Staff Council.

#### **6. Fostering Strong University Leadership**

Leadership is crucial to the professional and personal development of the faculty and staff in their units. Thus, they need to be supported, challenged, and valued for the important roles they play. To build its cadre of department chairs and administrative and staff leadership, Northwest will strengthen leadership at all levels so that the most capable and trusted faculty aspire to leadership tasks and leadership roles. In addition, the University will establish a program through Human Resources Management to enhance the leadership skills of the chairs, unit leaders, and administrative leaders.

## **7. Planning for Retirements**

The University is developing a plan for addressing the challenges and opportunities associated with the retirements of key faculty and staff in the next few years. This plan will include elements for attracting new colleagues who meet Northwest's future needs. It will also provide opportunities for retirees, who are desirous and qualified, to serve the University in part-time teaching and mentoring roles.

## **8. Improved Communication**

We will communicate annually about the University's directions, giving attention to the broad themes within those directions so the University family understands the purposes of and connections between activities. In general, more opportunities for interactive two-way communications will be sought. Annual faculty and staff satisfaction surveys will be continued under the auspices of Human Resources Management and the Faculty Senate Welfare Committee, and the results will be reported promptly to the University community. To give credibility to the surveys, they will be annually distributed with a memorandum discussing the steps taken and progress made in addressing concerns identified in previous surveys. In addition, efforts will be made to increase survey response rates. The President, Provost, Northwest Leadership Team ("NLT"), and Deans' Council will increase efforts to communicate with faculty and staff in a two-way fashion on key issues that might affect them throughout the year, using a variety of communications channels. Special attention will be given to moving communication from faculty and staff to administration.

## **9. Continuous Improvement and Organizational Learning**

It is clear that Northwest has in place a culture of quality and a University family of learners capable and desirous of continuous improvement. To capitalize on these advantages, the President and Provost will ensure that, through the Strategic Planning Leadership Team (faculty are represented) and formal presentations, the University community understands why Northwest is directing its improvement efforts as it is. This understanding will be based on having clear goals for improvement. Our decisions will be based on facts, building on measures and indicators appropriate to the issue. This means, in addition, that our improvement efforts will be systematic, based on clear and published cycles of planning, activity, and evaluation. Finally, it means that we will continue to focus on what is key to the University's future success.

## **IV. The Northwest Culture**

### **A. Basic Description**

#### **1. Educational Services, Size, Location**

The General Assembly created Northwest Missouri State University in 1905 as "Normal School District No. 5." In 1919 the General Assembly changed the name to Northwest Missouri State Teachers College and extended the privilege of granting degrees. On July 21, 1949, the Board of Regents, acting under authority granted by the 1945 General Assembly, adopted the name Northwest Missouri State College, and on August 14, 1972, acting under the authority granted by the 1972 General Assembly, changed the name to Northwest Missouri State University.

Over the years, Northwest has evolved into a comprehensive, coeducational, state-assisted, regional university. Focused on our students and stakeholders and committed to continuous quality improvement (CQI), we are continuing to evolve and show agility by serving learners beyond our traditional service region through ever-improving programs, services, and delivery systems.

Northwest is located in Maryville, a community of 11,000 with a robust economic base sustained by medium-sized industries with national and international markets. We serve 5,782 undergraduate and 1121 graduate students through 141 bachelor's degrees, 44 master's degrees, 3 specialist degrees, and a cooperative doctoral program. We also offer non-degree certificates, as well as pre-professional studies.

Our key processes are undergraduate and graduate education, with the major focus on undergraduate education, as it accounts for 86 percent of our full-time equivalent (FTE) enrollment. Twenty academic departments are housed in three colleges. Fifty-two other units serve supporting roles to our key processes. All other activities, including research and service, are justified to the extent that they enhance our learning mission.

We strive for an integrated living/learning environment that includes a general education program, disciplinary programs, the co-curriculum, and applied learning experiences. The 42-hour general education program, the 6-hour institutional requirements, and the major/minor areas of study are key instructional process products and are delivered via a trimester calendar. The co-curriculum and applied learning experiences, as well as University service to the region, are enriched and supported by a variety of facilities and services ranging from a state-of-the-art library to a healthy communities partnership.

## 2. Culture of Quality

Our "Culture of Quality" program was initiated in 1987 and has undergone several cycles of improvement. At present, we have operationalized this longtime CQI commitment through the articulation of a Vision, Mission, and set of Cultural Core Values (Figures 1.4 and 1.5) which are the foundation for University direction and operation; an institutional consensus planning process approach; an outcome-driven Seven-Step Planning Process (SSPP); and participation in Baldrige self-assessment programs. In fact, our CQI efforts are based on Baldrige feedback reports.

**Figure 1.4 Northwest's Vision and Mission Statements**

| <b>VISION</b>   |
|---|
| Northwest will keep its student-centered "Culture of Quality" vital by continually developing all individuals in the University community, by accommodating and celebrating diverse learners and ways of learning, and by practicing quality in all we do. All elements of the University will function seamlessly and purposefully to ensure a measurably better living, learning, and work experience.  |
| <b>MISSION</b>  |
| Northwest Missouri State University is a moderately selective, learner-centered regional university offering a focused range of undergraduate and graduate programs. Historically, the University serves 19 northwest Missouri counties, emphasizing programs relating to agriculture, business, and education.<br>In its undergraduate programs, Northwest is committed to providing students with a strong general education core, preparing them for a world of constant change. The University is a national leader in applying information technology to improve learning processes and in promoting continuous quality improvement to enhance performance in all of its activities. As a leader and initiator of cooperative efforts within its region, Northwest seeks to expand and improve access to learning and to promote applied research designed to address regional and state issues. |

**Figure 1.5 Northwest's Cultural Core Values**

| <b>CULTURAL CORE VALUES</b>   |
|---|
| • We focus on students and stakeholders.  |
| • We care about each other.   |
| • We are a learning organization, continually improving our University and ourselves. |
| • We collaborate and work together to accomplish our goals.                           |
| • We master the details of what we do.  |
| • We are open and ethical.  |

- We are leaders in our field.

### 3. Student Base

“Traditional” students make up the primary base of our undergraduate student body, though projected growth will be from nontraditional populations and locations. Our student profile is shown in Figure 1-6.

**Figure 1-6 Northwest's Student Profile**

| <b>STUDENT PROFILE</b> |  |
|------------------------|--|
| •                      | Undergraduates living on-campus: 40 percent  |
| •                      | Median age: 20   |
| •                      | Females: 57 percent, Males: 43 percent   |
| •                      | First-generation college students as incoming freshmen: 45 percent   |
| •                      | Students coming from high schools in Northwest's historic catchment area: 44 percent                                   |
| •                      | Other states represented: 40 (25 percent of our student population, with the majority from Iowa, Nebraska, and Kansas) |
| •                      | Underrepresented/international population: 11.2 percent  |
| •                      | Foreign countries represented: 27  |
| •                      | Incoming student American College Testing (ACT) average score: 22 (21.2 is the national median)                        |
| •                      | Fall 2008 freshmen ranked in the upper half of their high school class: 78 percent                                     |

Beyond the traditional population, we also offer an array of instructional services to various learner groups, as shown in Figure 1-7.

**Figure 1-7 Services for Learner Groups.**

| <b>LEARNERS SERVED</b>     | <b>SERVICE</b>  |
|----------------------------|---|
| Undergraduate students     | <ul style="list-style-type: none"> <li>• On-campus courses</li> <li>• Web-based courses</li> </ul>  |
| Graduate students          | <ul style="list-style-type: none"> <li>• On-campus courses</li> <li>• Web-based courses</li> <li>• Outreach Education</li> <li>• Northwest Missouri Educational Consortium</li> </ul> |
| Community College students | <ul style="list-style-type: none"> <li>• Web-based courses</li> <li>• Articulation agreements</li> </ul>  |

|                      |  |
|----------------------|--|
| Professionals        | <ul style="list-style-type: none"> <li>• Regional Professional Development Center</li> <li>• Small Business Development Center</li> <li>• Alternative Certification</li> </ul> |
| High School students | <ul style="list-style-type: none"> <li>• Dual Credit</li> <li>• Missouri Academy for Science, Mathematics, and Computing</li> </ul>  |
| Law offenders        | <ul style="list-style-type: none"> <li>• Maryville Treatment Center</li> </ul>   |

#### 4. Employee Base

We strive for systemic alignment of our work groups, which include faculty, support staff, administrative/professional staff, and more than 900 part-time student workers. This alignment helps achieve the common employee goal of maximizing effectiveness as services are delivered. We nurture, develop, and empower employees through collaborative activities, ranging from councils and committees to process improvement teams. As already indicated in section III of this chapter, our recently adopted “Sustaining a Community of Learners” philosophy reinforces a climate conducive to the continuing education and personal development of all faculty and staff. No collective bargaining units exist at Northwest, although many of our employees belong to their respective professional associations. Our full-time employee educational profile is found in Figure 1-8.

**Figure 1-8 Northwest’s Employee Profile**

| Highest degree                              | Faculty       | Staff | Students | TOTALS      |
|---|---------------|-------|----------|-------------|
| <b>HS</b>                                   | 0             | 192   | 865      | <b>1057</b> |
| <b>Bachelor</b>                             | 1 FT; 4 PT    | 163   | 129      | <b>297</b>  |
| <b>Master</b>                               | 76 FT; 50 PT  | 95    | 0        | <b>221</b>  |
| <b>ED.S.</b>                                | 2 FT; 7 PT    | 0     | 0        | <b>9</b>    |
| <b>Terminal (Ph.D., Ed.D, M.F.A., etc.)</b> | 177 FT; 31 PT | 28    | 0        | <b>236</b>  |
| <b>TOTALS</b>                               | 256 FT; 92 PT | 478   | 994      | <b>1820</b> |

| Category                   | N  | % Tenured or Tenure-Track (N) | % Tenured or Tenure-Track of Total |
|----------------------------|----|-------------------------------|------------------------------------|
| <b>Adjunct</b>             | 92 | 0%                            | <b>0%</b>                          |
| <b>Instructor</b>          | 75 | 3% (2)                        | <b>1%</b>                          |
| <b>Assistant Professor</b> | 91 | 85% (77)                      | <b>30%</b>                         |
| <b>Associate Professor</b> | 50 | 98% (49)                      | <b>19%</b>                         |

|                       |     |           |            |
|-----------------------|-----|-----------|------------|
| <b>Full Professor</b> | 38  | 100% (38) | <b>15%</b> |
| <b>TOTALS</b>         | 254 | 65% (166) | <b>65%</b> |

## **5. Facilities, Equipment, and Technology**

Northwest is situated on a 210-acre campus containing 32 major buildings, a 720-acre laboratory farm, and a 315-acre rural lakefront tract of land designed for student and community education/recreation activities. We have continuously improved our facilities via a comprehensive master plan, having undergone more than \$100 million in renovations over the past decade to meet the changing needs of our students and stakeholders.

Our nationally recognized Electronic Campus includes a University-provided notebook computer to all fulltime students and most part-time students. All faculty have a University-provided tablet computer as well. We have 27 specialized PC labs, 1 multimedia Mac lab, 90 electronic classrooms with video projectors, 2 dedicated television channels, and a comprehensive telephone system. Hardware consists of more than 8,000 PCs, 60 Intel servers, and a 60 MBS link to the Internet. We are committed to applying information technology to leverage student learning through the Center for Instructional Technology in Education (CITE) – providing web-based course assistance to faculty – and the Northwest Missouri Educational Consortium's (NMEC) use of two-way interactive video. These services help provide learning at times and places that are convenient for students.

## **6. Regulatory Environment**

We are governed by eight Board of Regents members plus one student appointed by the Governor to six-year, staggered terms. One-half are mandated to be Democrats, the other half Republicans. The Governor also appoints a nonvoting student representative for a two-year term, and the Commissioner of the State Department of Elementary and Secondary Education is an ex-officio member.

We are subject to a variety of state regulations and mandates of the Coordinating Board for Higher Education (CBHE). The CBHE's functions include statewide planning for higher education; policy analysis and data reporting; approval of new degree programs; student financial assistance; appropriations recommendations to the governor and Missouri General Assembly for public two-year and four-year colleges' and universities' operating and capital funding; state aid for public libraries; and proprietary school certification.

The Higher Learning Commission accredits Northwest. We were the first University in the country to use the Baldrige Criteria for Performance Excellence in a comprehensive self-study review, and our accreditation experience has helped NCA design an alternative accreditation process for its members.

The National Council for the Accreditation of Teacher Education (NCATE), the Missouri State Board of Education and its Department of Elementary and Secondary Education (DESE), and the Association of Collegiate Business Schools and Programs (ACBSP) also accredit Northwest. Additionally, several academic departments have been granted specialized accreditation. Each accrediting association imposes certain regulations on the University. These range from the way work is organized and distributed to the methods of assessing student performance.

Finally, we respond to a variety of federal, state, and local regulations related to the disclosure of information, the environment, finances, security, food, and athletics. We also comply with the Americans with Disabilities Act (ADA), as amended.

**B. Student and Stakeholder Requirements**

Students are our primary stakeholders and other key stakeholders include faculty and staff, employers, graduate schools, alumni, the Board of Regents, and the CBHE. Our services and processes are designed to meet and exceed the requirements. Other stakeholders include parents, local communities, regional K12 schools, community colleges, and donors. Student and key stakeholder requirements are shown in Figure 1-9.

**Figure 1-9 Student and Stakeholder Requirements**

| <b>KEY STAKEHOLDER</b>      | <b>KEY REQUIREMENTS</b>   |
|-----------------------------|---|
| <b>Students and Parents</b> | <ul style="list-style-type: none"> <li>• <b>Instructional effectiveness</b></li> <li>• <b>Academic advising</b></li> <li>• <b>Safety and security</b></li> <li>• <b>An attractive, well-maintained, student-centered environment</b></li> <li>• <b>A positive campus climate</b></li> <li>• <b>Evidence of concern for the individual</b></li> <li>• <b>Registration effectiveness</b></li> <li>• <b>Access to up-to-date computer resources</b></li> <li>• <b>Easy to use, reliable, and timely campus services</b></li> <li>• <b>Financial aid and learning-centered work opportunities</b></li> <li>• <b>An interesting and enjoyable campus life</b></li> <li>• <b>Respect for diversity</b></li> </ul> |
| <b>Faculty and Staff</b>    | <ul style="list-style-type: none"> <li>• <b>Competitive compensation and benefits</b></li> <li>• <b>Access to job-appropriate technology and equipment</b></li> <li>• <b>Training and support for integrating technology</b></li> <li>• <b>Opportunities for involvement/collaboration</b></li> <li>• <b>Recognition</b></li> </ul>   |

|                         |   |
|-------------------------|---|
| <b>Employers</b>        | <ul style="list-style-type: none"> <li>• <b>Qualified internship/job candidates (linked to Educational KQIs, academic major competencies)</b></li> </ul>  |
| <b>Graduate Schools</b> | <ul style="list-style-type: none"> <li>• <b>Qualified candidates (linked to Educational KQIs, academic major competencies)</b></li> </ul>   |
| <b>Alumni</b>           | <ul style="list-style-type: none"> <li>• <b>Information about Northwest</b></li> <li>• <b>Networking opportunities</b></li> <li>• <b>Opportunities for involvement</b></li> <li>• <b>Objects of pride (sports, etc.)</b></li> </ul>       |
| <b>Board of Regents</b> | <ul style="list-style-type: none"> <li>• <b>Enrollment targets</b></li> <li>• <b>Student success</b></li> <li>• <b>Student/stakeholder satisfaction</b></li> <li>• <b>Financial viability</b></li> <li>• <b>SI achievement</b></li> </ul> |
| <b>CBHE</b>             | <ul style="list-style-type: none"> <li>• <b>Alignment of plans with state plans/initiatives</b></li> <li>• <b>Positive trends on CBHE measures</b></li> <li>• <b>Mission Enhancement</b></li> </ul>                                       |

Our SSPP is a linchpin in establishing specific and overall requirements. It is used to drive planning and deploy action plans, design education and support programs, measure how we meet and exceed the established student and stakeholder requirements, and improve our programs and services. The entire University uses the SSPP, which yields strategic and tactical Key Quality Indicators (KQIs). KQIs are few and focused (key), address excellence as defined by the customer (quality), and are measurable (measures and indicators). We have overarching Educational and Service KQIs and department and unit KQIs linked to them.

### **C. Relationship to Other Organizations**

We have developed special relationships with many educational and state government organizations, businesses, and on-campus suppliers.

In terms of education, K-12 schools in our historic catchment area as well as Kansas City have been a key focus of our efforts. In fact, seven of our ten largest feeder schools are in Kansas City. These relationships not only include recruitment, but also communicating expectations regarding performance standards of incoming freshmen and working on ever-growing dual credit arrangements and teacher training. In addition to many articulation agreements with community colleges in the region, we have become active in developing collaborative programs with community colleges and universities within and outside the region.

In terms of state institutions, we have cooperative agreements with North Central Missouri College, the University of Missouri-Columbia, Liberty High School, Missouri Southern University, and Metropolitan Community College in Kansas City. We also are working with a cohort of 16 high schools focused on improving student performance and preparation for college.

On the state government side, in addition to the CBHE, we are working closer than ever before with State Legislators, through a legislative liaison. Historically, we collaborate with the Excellence in Missouri Foundation (a public-private partnership). Northwest won the Missouri Quality Award in 1997, 2001 and 2005, and we have worked with the Foundation in analyzing feedback and driving institutional improvement. Several of our employees also offer their services to the Foundation through assessment roles.

Key relationships with businesses exist at the academic department level. Departments nurture these relationships for student internship and employment placement as well as for building advisory teams to ensure the meeting of employer expectations.

#### **D. Competitive Situation**

Our historic service area has been the 19 counties in northwest Missouri, and we have expanded into Greater Kansas City, southwest Iowa, southeast Nebraska, and central Illinois. In fact, approximately 22.9 percent of our incoming 2008 freshmen came from Iowa and Nebraska. However, with the introduction of web-based courses, oncoming web-based degree offerings, and collaborative articulation agreements with community colleges, our service area has expanded and is projected to keep growing as technology reduces the traditional constraints on time- and place-bound learning.

Regarding student recruitment, traditional competitors in our Missouri service area include the University of Missouri-Columbia, University of Missouri-Kansas City, University of Central Missouri, Missouri Western State University, Missouri State University, and Truman State University. Out of state, our competitors include Iowa State University, University of Northern Iowa, University of Nebraska-Lincoln, and University of Nebraska-Omaha. We compete with North Central, Metropolitan, Southwest, and Iowa Western Community Colleges and regard online and distance learning programs as competitors as well.

Our competitive advantages come from two fronts: (1) traditional programs and services, and (2) new offerings. At our core, we offer excellent education, professional and applied, and general education programs with small faculty-student ratios. Our faculty focus on teaching and maintain high interaction with students who demand such. Further, our Electronic Campus and always-improving campus facilities and services provide students with a unique atmosphere. Our residential campus has produced many programs designed to meet and exceed student requirements, and this has led to a competitive advantage of having the highest freshman success rate for moderately selective institutions in the state. Tradition notwithstanding, we have maintained agility and now offer competitive advantages through information technology; three-year degree programs; web-based and satellite offerings; offerings in partnership with community colleges; a trimester calendar; and the Missouri Academy for Science, Mathematics, and Computing (MASMC).

In total, principal factors determining our competitive success include enrollment; student academic achievement; student, faculty, and staff satisfaction; financial performance; and strategic initiative (SI) performance. These factors comprise our institutional scorecard (we call it a Dashboard) and are the leading indicators of competitive success.

**E. Organizational Directions**

Overall University strategic directions are guided in a collaborative effort by our cross-functional Strategic Planning Leadership Team (SPLT) and Northwest Leadership Team. These groups update the University's four foundational statements: Vision and Mission, Figure 1-1; Cultural Core Values, Figure 1-2; and Decision Drivers. These Decision Drivers (Figure 1-10) form the basis of strategy development.

**Figure 1-10 Northwest's Decision Drivers.**

| <b>DECISION DRIVERS</b>                       |
|---|
| • Enrollment                                  |
| • Student Success                             |
| • Satisfaction (students, faculty, and staff) |
| • Financial Performance                       |

Based on our Decision Drivers, we have identified longer-term Strategic Objectives, shown in Figure 1-11. To help accomplish these Strategic Objectives, a set of Strategic Initiatives (SIs) are identified each year by the SPLT. These include short- and long-term focus areas, and the SSPP is used to implement and deploy the approved action plans for each. A listing of current year SIs is distributed at our opening Faculty/Staff meeting each August.

**Figure 1-11 Northwest's Strategic Objectives.**

| <b>STRATEGIC OBJECTIVES</b>   |
|---|
| • Manage enrollment to ensure the matriculation of quality students with diverse backgrounds to maintain current levels of our traditional student population.                              |
| • Develop new market opportunities in order to meet the needs of underserved populations and to enhance utilization of existing facilities and resources; prepare for growth of 25 percent. |
| • Design and deliver educational programs to enhance student success in accordance with the Educational KQIs.   |
| • Manage the design and delivery of education to ensure a high level of student satisfaction in accordance with the Educational and Service   |

|  |
|--|
| KQIs.  |
| <ul style="list-style-type: none"> <li>• Manage the design and delivery of support services to ensure a high level of student and stakeholder satisfaction in accordance with the Service KQIs.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Maximize the effectiveness and satisfaction of faculty and staff.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Manage all aspects of Northwest's finances to ensure the University's short- and long-term financial viability.</li> </ul>  |

V. **Organizational Structure, Governance and Documents**

Our organizational structure can be thought of in terms of oversight, administrative, and faculty/staff/student teams.

A. **Oversight—Board of Regents**

The University shall be under the general control and management of its board of regents, which establishes and reviews University policies and oversees the general management of funds and properties. The General Assembly of the State of Missouri empowers the Governor, who has the advice and consent of the Senate, with the duty of appointing the Board of Regents.

B. **Administrative**

Our leadership system focuses on learning-centered education and the needs of students and stakeholders. The organizational structure supporting that system consists of four key administrative leadership teams.

1. **Northwest Leadership Team**

Composed of the President, Provost, Vice President for Student Affairs, Vice President for Finance and Operations, Vice President for Marketing, Vice President for University Advancement, Vice President for Information Systems, Director for Athletics/Intramurals, and the Vice President for Human Resources and Organizational Effectiveness, this group is responsible for every facet of Northwest’s operations. A complete job description of each administrative position listed is on file in the Human Resources Management Office.

2. **Deans' Council**

Composed of college deans and unit leaders, this group facilitates the development and implementation of a shared vision with faculty colleagues so that the academic core at Northwest meets the needs of the constituencies it serves. It is responsible for the overall development, delivery, and improvement of instruction and learning processes.

### **3. Strategic Planning Leadership Team (SPLT)**

Composed of the Northwest Leadership Team, Deans' Council and faculty and staff leaders, the SPLT implements the University's Strategic Planning Process.

These three senior leadership teams collaborate with faculty/staff teams to ensure a complete flow of communications and to enhance understanding of student and stakeholder issues.

## **B. Faculty/Staff/Students**

### **1. Faculty Senate**

Composed of faculty representatives from every department and a number of supporting committees, this group addresses issues of instruction, student learning and development and faculty development. The Faculty Senate is the representative body of the Faculty. According to the Faculty Constitution, "the Faculty Senate is authorized to formulate policy in the areas of responsibility assigned to the Faculty by the Board of Regents or the President and to advise appropriate authorities in other areas assigned to the Faculty by the Board of Regents." In addition, "the Faculty Senate is authorized to provide a forum for discussion of matters which are of concern to the faculty and to make recommendations concerning their findings on the matters to the appropriate body or authority."

#### **Faculty Constitution – Preamble**

A complete copy of the Faculty Constitution can be obtained from the Faculty Senate office or can be accessed at [www.nwmissouri.edu/facultyhandbook.htm](http://www.nwmissouri.edu/facultyhandbook.htm).

The authority for the governance of Northwest Missouri State University lies with the Board of Regents. The Board of Regents conveys this authority through the President of the University. The Board of Regents may delegate portions of its authority, through the President, to various constituents of the University, subject to review and approval by the Board and/or its appointed representatives.

Subject to the above, the governance of the institution is shared by various constituents of the campus community. Principally, these include the governing board, the administration, the faculty and the student body. Each has legitimate responsibility and each necessarily manifests unique functions and appropriate sensitivity in the exercise of its power in cooperation with the other constituents.

The responsibility for developing and ratifying academic policy for approval by the Board of Regents lies with the faculty. The faculty has the responsibility to manifest concern for issues pertaining to the interest of the faculty, to engage in dialogue and to make recommendations to the appropriate

authorities relative to these issues. The faculty will participate in the formulation of all policies relative to its own welfare.

This Constitution defines the participatory involvement of the faculty in institutional governance as defined by the Board of Regents and delineates those responsibilities assigned by the faculty to the Faculty Senate. Procedures for fulfilling those responsibilities are described herein."

**2. University Chairs' Council**

Composed of all department chairs, this group addresses all issues related to the operation of academic departments. As noted earlier, we have 20 academic departments divided into three colleges (Figure 1-12).

**Figure 1-12 Northwest's Colleges and Departments**

| <b>College of Arts and Sciences</b>                      | <b>College of Education and Human Services</b>     | <b>Booth College of Business and Professional Studies</b> |
|--|--|---|
| • Art  | • Curriculum and Instruction                       | • Accounting, Economics and Finance                       |
| • Biological Sciences                                    | • Educational Leadership                           | • Agriculture   |
| • Chemistry/Physics                                      | • Family and Consumer Sciences                     | • Computer Science/Information Systems                    |
| • Communication, Theatre, and Languages                  | • Health, Physical Education, Recreation and Dance | • Marketing and Management                                |
| • English  | • Psychology, Sociology and Counseling             | • Mass Communication                                      |
| • Geology/Geography                                      |  |   |
| • History, Humanities, Philosophy, and Political Science |  |   |
| • Mathematics and Statistics                             |  |   |
| • Music  |  |   |

**3. University Committees**

The University committee organization provides faculty, students and administrative staff a means to participate in the affairs of the University. The Northwest Leadership Team, in cooperation with the Faculty Senate officers,

coordinates the assignments to University Committees through the President's Office. All University committees are advisory to the Cabinet member responsible for the functions within the University. The Student Senate President and the Support Staff Council President make recommendations to the President for students and staff members to serve on eligible committees.

#### **4. Graduate Council**

The Graduate Council has jurisdiction over the development of general policies and procedures of the Graduate Program as indicated in Articles X and XI of the Faculty Constitution. All actions are subject to review and final approval of the Provost, President and Board of Regents. A complete policy guide may be obtained from the Graduate Office or accessed at [www.nwmissouri.edu/graduate/index.htm](http://www.nwmissouri.edu/graduate/index.htm).

#### **5. Council on Teacher Education**

The teacher education faculty has responsibility for the standards of instruction in teacher education programs, compliance with teacher certification requirements, admission to and retention in teacher education programs, and approval of teacher education student organizations. The Council on Teacher Education represents the teacher education faculty in the development of policies relating to these areas of responsibility. It consists of members elected from the teacher education faculty, one graduate student, one undergraduate student, the Dean of the College of Education and Human Services (or his/her appointee), and the Provost (or his/her designee).

#### **6. Director of Teacher Education**

The Director of Teacher Education is the dean of the College of Education and Human Services and is administratively accountable to the Provost. The Director serves as the executive secretary with voting privileges on the Council on Teacher Education and is responsible for the overall administration and coordination of teacher education programs, teacher certification, and the evaluation of teacher education programs as they relate to NCATE standards, Higher Learning Commission standards, and the procedures and standards for approval of professional education programs in Missouri. The Director recommends teacher education faculty to the Provost.

#### **7. Student Administrative Services (SAS)**

Composed of directors of units that interact with students, SAS addresses interdepartmental linkages/enhancements.

## **8. Support Staff Council**

Composed of support staff representatives, this group addresses and brings forward the concerns of support staff as contributors to the living/learning environment. It also acts as a liaison between staff, administration, faculty and students. Representatives are elected on the basis of EEO classifications including clerks and secretaries, technical and skilled craft employees and service employees at a ratio of one representative for every ten support staff members in the area.

## **9. Student Senate**

Composed of student representatives, this group is the representative governing body of the Student Government Association, which includes all students. The Senate serves students in many capacities: proposing beneficial changes in University policies, acting as a communication link between students and administration, screening the formation of new organizations, supervising campus-wide elections and approving fund-raising activities on campus.

## **D. Official Publications and Records**

### **1. The Faculty Handbook**

The Provost oversees the publication, revision and distribution of the Faculty Handbook, which provides policies, procedures and rules regarding University faculty. Interpretation of the Faculty Handbook is the responsibility of the Board of Regents. Extra copies of this Faculty Handbook can be obtained from the Provost's Office and can be accessed at [www.nwmissouri.edu/facultyhandbook/](http://www.nwmissouri.edu/facultyhandbook/)

### **2. Undergraduate Catalog**

The Undergraduate Catalog contains, among other information, statements of admission and registration practices, academic regulations, the curricula, announcement of courses and listings of the faculty and emeritus faculty. Publication of the Undergraduate Catalog takes place on even years and is the responsibility of the Provost. The Undergraduate Catalog may be obtained from the Office of Admissions or can be accessed at [www.nwmissouri.edu/catalog/index.htm](http://www.nwmissouri.edu/catalog/index.htm).

### **3. Graduate Catalog**

The Graduate Catalog contains the University's rules and regulations governing all aspects of graduate admission and matriculation, standards for curricula and announcement of graduate courses. The Dean of Graduate School establishes policies and procedures pertaining to the consideration and approval of the Graduate Catalog material. The Graduate Catalog may be obtained from the

Office of Admissions or can be accessed at  
[www.nwmissouri.edu/catalog/index.htm](http://www.nwmissouri.edu/catalog/index.htm).

#### **4. Self-Assessment and Accreditation Reports**

Accreditation and self-assessment reports are on file in the Provost's Office. Accreditation reports include documents from the Higher Learning Commission of the North Central Association of Colleges and Schools and the National Council for Accreditation of Teacher Education, among others. Self-assessment reports include institutional self-assessment documents for the Malcolm Baldrige National Quality Award and Missouri Quality Award programs.

#### **5. Minutes and Records**

Minutes of the meetings of the Board of Regents and various other state agencies are filed with the Secretary of the Board. Each college and department maintains files of its own minutes. The Faculty Senate maintains its own records. The Registrar maintains all undergraduate academic performance records. The Office of the Dean of Graduate Studies maintains records of master's programs and graduate student records.

#### **6. Updated Policies**

Except as set forth herein to the contrary, the University retains the right to change, modify, suspend, interpret, or cancel in whole or in part any of its published or unpublished policies or practices, with or without advance notice. If statements in this Faculty Handbook are found to be in conflict with existing or future local, state or federal laws or regulations, such rules shall supersede and prevail over the Faculty Handbook statements. This edition of the Faculty Handbook supersedes all previous editions of the Faculty Handbook.

### **VI. Summary**

Chapter 1 has attempted to orient you to the Northwest culture. We've provided you the purpose and structure of this Faculty Handbook, an overview of our philosophy toward all employees, information about our institution and background on our organizational structure, governance and official documents. We are pleased to have you on the Northwest faculty team.

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## CHAPTER 2 FACULTY EMPLOYMENT POLICIES

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### I. Introduction

Chapter 2 generally covers the search and selection process, the offer of employment, faculty contracts, types of faculty, work load, faculty development, promotion and tenure, separation from the University, and certain other policies and procedures.

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### II. Scope

Chapter 2 defines a contractual agreement between the University and its faculty to provide our students with the educational resources they will need to address successfully the challenges and opportunities of the 21<sup>st</sup> Century. A necessary part of this contract includes a statement of policies, obligations, responsibilities, rights and privileges clarifying faculty and administrative roles in this joint endeavor. The intent of this clarification is to provide a secure legal context that assures the success of this commitment.

From time to time the Board of Regents may revise, add, or delete provisions of Chapter 2 of the Faculty Handbook. Such revisions, deletions or additions to Chapter 2 shall be effective commencing with the fiscal year (July 1 to June 30) following the date of enactment of the Board of Regents. Such amendments or additions shall be effective for all faculty contracts. The only legal and official copy of this Chapter resides in the care, custody and control of the Secretary of the Board of Regents. If questions regarding the current status of any policy arise, the official copy should be consulted. Changes in Chapter 2 will be distributed to faculty. Acknowledgement of receipt will be indicated by the faculty member's signature on the contract, but the changes will be effective regardless of distribution or receipt.

This Chapter and only this Chapter becomes a part of every faculty member's contract of employment unless otherwise indicated in the member's contract. No other Chapter of this Handbook is part of the contract. This Chapter is also the only official statement of policies, obligations, responsibilities, rights and privileges pertaining to faculty employment with regard to the policies stated herein. All faculty are required to be familiar with and abide by the terms and provisions of this Chapter as a condition of their employment with the University.

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### III. Search and Selection

The President, in consultation with the Provost, is responsible for the review and authorization of overall staffing resources. Vacancies within departments always return to the University for possible reallocation or elimination. The department carries out the search process in consultation with the appropriate dean and the Provost. In order to maintain a rigorous process that results in hiring the best candidate for a particular position in the department, college and University, the department may bring in more than one candidate before a hiring decision is made, if approved by the Provost.

47 **IV. Offer of Employment**

48  
49 Offers of employment may be made verbally or in writing. However, no contract is valid or  
50 binding on the University unless in writing and signed by the President (or his authorized  
51 designee) and ratified by the Board of Regents.  
52

53 **V. Faculty Contracts**

54  
55 There are five types of faculty contracts - term, non-tenure, tenure track, tenure, and  
56 terminal one-year.  
57

58 **A. Term**

59  
60 A term contract is offered for, non-ranked, faculty for a special need for a school year,  
61 trimester or shorter period. The University is not required to notify the term faculty  
62 member of non-renewal of the contract. Faculty members with term contracts have  
63 restricted faculty privileges, and are not eligible for promotion or tenure. Term faculty  
64 members should consult the Faculty Constitution with regard to their voting rights.  
65

66 **B. Non-Tenure**

67  
68 A non-tenure contract is offered for a designated period, and automatically terminates  
69 upon the expiration of the designated period. A non-tenure contract does not require  
70 notice of non-renewal. Appointments to positions and promises concerning future  
71 appointments, salary increases, et cetera, are authoritative only when made in writing  
72 and executed by the Provost and subject to the approval of the President and the Board  
73 of Regents. Time accrued on a non-tenure contract does not count as credit towards  
74 tenure, although such credit may be given if agreed to in writing and approved by the  
75 Board of Regents.  
76

77 **C. Tenure Track**

78  
79 A tenure-track contract is offered to a ranked faculty member with a terminal degree  
80 who shall be considered for tenure when all conditions for consideration for tenure have  
81 been met.  
82

83 **D. Tenure**

84  
85 A contract with tenure is offered to a ranked faculty member confirming that he/she has  
86 met conditions required for tenure as defined in the section entitled "Criteria for  
87 Attaining Tenure" and the Board of Regents has granted tenure to said faculty member.  
88

89 **E. Terminal One-Year**

90  
91 A terminal one-year non-renewable contract may be offered to a faculty member who  
92 has been on tenure-track (including years granted toward tenure) for at least three

93 years but no more than six years and is notified by February 1 that his/her tenure-  
94 track contract will not be renewed.

95  
96 A terminal one-year non-renewable contract will be offered to a faculty member who  
97 has been on tenure-track for at least six years (including years granted toward tenure)  
98 and whose application for tenure is denied.

99  
100 The term “terminal one-year non-renewable contract” as used in this Chapter shall not  
101 prevent Northwest, in its sole discretion, from retaining such faculty member as an  
102 Instructor on a term contract at any rate deemed appropriate by Northwest.

## 103 104 **VI. Types of Faculty**

105  
106 There are two types of faculty at Northwest: Titled Faculty and Ranked Faculty. Titled  
107 faculty are not eligible for the tenure track and receive either term or non-tenure  
108 contracts. Ranked faculty are either on the non-tenure or tenure track or have already  
109 achieved tenure. Administrative officers may hold faculty rank. Ranked faculty may be  
110 full-time or part-time.

### 111 112 **A. Titled Faculty**

113  
114 A titled faculty member is one who has been appointed without rank to a faculty  
115 position, and include lecturer, adjunct, affiliate, visiting lecturer, emeritus faculty and  
116 artist-in-residence. Compensation, benefits and prerequisites for faculty holding such  
117 positions will be determined on a case-by-case basis by the appropriate college dean.

#### 118 119 **1. Lecturer**

120  
121 A person appointed to teach a limited number of courses in one's area of  
122 expertise.

#### 123 124 **2. Adjunct**

125  
126 A person who qualifies for a ranked position but whose primary employment  
127 relationship is outside the University. Such faculty might serve as a substitute  
128 teacher, teacher of an outreach course, cooperative teacher or off-campus supervisor  
129 of practicums.

#### 130 131 **3. Affiliate**

132  
133 A person whose employment is with a person or organization that is associated with  
134 the University by contract. This person will carry the title as a courtesy to the  
135 affiliation and will be entitled to only those benefits or rights as specified in the  
136 affiliation contract. Affiliate faculty are not employees or agents of the University  
137 and may not present themselves as such. Their status ceases when the affiliation is  
138 terminated.

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**4. Visiting Lecturer**

A person who has a permanent position at another educational institution and is associated with Northwest while on leave from that other institution or is a retired faculty from another educational institution. A visiting lecturer may also possess a ranked title if the lecturer possesses the qualifications for such rank.

**5. Emeritus Faculty**

A person retired from a ranked appointment at Northwest and whose service to the University is of sufficient merit to justify the appointment as recommended by the Provost to the President and approved by the Board of Regents.

**6. Artist-in-Residence**

A person who renders a specified service to the University based on professional attainments, creative accomplishments and/or recognition in one's field.

**7. Scholar-in-Residence**

A person who renders a specified service to the University based on professional attainments and recognition in one's field of work and/or scholarship.

**B. Ranked Faculty**

Faculty with academic rank include Instructors, Assistant Professors, Associate Professors, and Professors.

Rank will be assigned at the time of initial appointment to the faculty, and based upon degree requirements and experience as determined by the Provost, in consultation with the appropriate department chair and college dean, and subject to approval by the President and Board of Regents. Degrees must be from institutions accredited by a U.S. regional accrediting association and validated by official transcripts. (The regional accrediting associations are: The Higher Learning Commission of the North Central Association of Colleges and Schools, Middle States Association of Colleges and Schools, New England Association of Colleges and Schools, Northwest Association of Schools and Colleges, Southern Association of Colleges and Schools, and Western Association of Schools and Colleges.) Acceptance of degrees from individuals graduating from non-American institutions will be decided on a case-by-case basis. Teaching experience must be from a Baccalaureate degree granting institution that is accredited by a regional accrediting association. Each year of teaching experience means full-time teaching for a full academic year. Relevant professional experience shall be considered. Any credit for service appropriate to the discipline must be negotiated at the time of the initial contract and noted on the contract and personnel action form. Individuals granted such credit must have completed a minimum of three years at Northwest before applying for promotion or

185 tenure. Upon the recommendation of the Provost and the President, the Board of  
186 Regents may grant exceptions to these requirements.

187  
188 Qualifications for appointment to each rank are given below.

189  
190 **1. Instructor**

191 This rank requires ability in teaching, student support, and service appropriate to the  
192 discipline, an earned Master's degree, and a commitment to continuing professional  
193 development in the fields appropriate to the faculty member's discipline.

194  
195  
196 **2. Assistant Professor**

197 This rank requires ability in the areas of teaching, scholarship, student support, and  
198 service appropriate to the discipline. It also requires an earned doctorate or other  
199 terminal degree in the field except in special circumstances as outlined in IX.B.1.b.

200  
201 An offer of appointment at the rank of Assistant Professor with non-tenure status  
202 may be given, however, to a candidate or current faculty member who has  
203 completed all requirements for a terminal degree except the thesis or dissertation.  
204 The candidate will be hired using the College and University Personnel Association  
205 (CUPA) code listed on the University salary matrix for Assistant Professor (New  
206 Hires). The expectation is for the faculty member to complete all terminal degree  
207 requirements within one year of hiring or attaining this status. The dean and  
208 department chair will monitor the progress of the completion of the degree to  
209 determine that appropriate progress is being made. In exceptional cases, where  
210 research requires greater time, a contract will be reviewed for renewal. If  
211 appropriate progress is not being made, the faculty member will not be  
212 recommended for continued employment with the University. When official  
213 documentation of completion of the terminal degree is received, and if all other  
214 evaluations of the faculty member are acceptable, the appointment will  
215 automatically become tenure-track effective with the contract for the next academic  
216 year.

217  
218  
219 **3. Associate Professor**

220 This rank requires a demonstrated, sustained record of effective teaching,  
221 scholarship, student support, and department, college and University service  
222 appropriate to the discipline. It also requires an earned doctorate or other terminal  
223 degree in the field and completion of six years of teaching at the rank of Assistant  
224 Professor or above at a regionally accredited institution of higher education.

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226  
227 **4. Professor**

228 This rank requires being a recognized teacher/scholar with an exemplary cumulative  
229 record of teaching effectiveness, a significant record of scholarship, student support,  
230

231 and department, college and University service appropriate to the discipline. It also  
232 requires an earned doctorate or other terminal degree and the completion of five  
233 years of teaching experience in the rank of Associate Professor or above at a  
234 regionally accredited institution of higher education.  
235

236 **C. Administrative Officers with Faculty Rank**

237  
238 Administrative officers above chair with faculty rank shall be subject to the  
239 provisions of this chapter to the extent of their faculty teaching responsibilities.  
240 These persons shall not hold any vested faculty rights to salary, length of contract or  
241 other benefits including educational leave rights incident to the administrative  
242 services.  
243

244 **D. Definition of Full-time and Part-time Ranked Faculty**

245  
246 **1. Faculty with Academic Rank--Full-time**

247  
248 Full-time ranked faculty are those appointed to one of the four regular academic  
249 ranks of instructor, assistant professor, associate professor or professor and whose  
250 obligations constitute a full-time work load. They are eligible to receive fringe  
251 benefits, faculty development benefits and educational and sabbatical leaves subject  
252 to conditions defined in this Chapter. They are entitled to be reviewed for tenure  
253 and promotion subject to conditions defined in this Chapter. They may vote in  
254 faculty governance matters, unless prohibited by the faculty governing unit.  
255

256 **2. Faculty with Academic Rank--Part-time**

257  
258 A part-time ranked faculty member is a person appointed to one of the four regular  
259 academic ranks of instructor, assistant professor, associate professor or professor and  
260 whose obligations constitute less than a full-time work load. Benefits to these  
261 faculty members are in accordance with University policy.  
262

263 **VII. Work Load**

264  
265 Faculty members will be evaluated in the four crucial areas of their work: teaching,  
266 scholarship, student support, and service. This evaluation must take into consideration  
267 the faculty member's work load. Each faculty member will consult with his or her  
268 department chair on his or her work assignments and performance expectations  
269 associated with these assignments.  
270

271 **A. Teaching**

272  
273 A full-time teaching load (2 trimesters) for faculty should not exceed 24-26 credit  
274 hours. A faculty member teaching 24-26 credit hours during two trimesters may teach  
275 up to 12 credit hours during a third trimester. Loads for faculty teaching laboratory

276 courses should be calculated by adding lab course credit hours and lab contact hours  
277 and dividing by two.

278  
279 Other duties under teaching may include creation of new courses and new modes of  
280 teaching (e.g., web-based or distance learning) as well as supervision of internships,  
281 practica, student teaching, field experiences, and independent studies. A faculty  
282 member may apply for partial release time to engage in significant curriculum  
283 development through their department chair, with the approval of his/her dean, the  
284 Provost and the President. Partial release time will also be provided for approved  
285 University assignments requiring significant blocks of time.

## 286 287 **B. Scholarship**

288  
289 Time should be allotted for scholarship in the normal work week. Upon the  
290 recommendation of the department chair, college dean, the Provost and the President,  
291 reassigned time may be authorized in order to provide faculty member's time for  
292 scholarship that contributes to both departmental and personal goals. A faculty  
293 member who is granted this opportunity will be required to provide a report to the  
294 department chair. Department chairs will provide a comprehensive report to the  
295 appropriate college dean. In planning academic assignments, department chairs (or  
296 supervisors of those faculty members whose primary functions may not be teaching)  
297 will attempt to provide blocks of time for scholarship by individual faculty members  
298 who have had reassigned time approved.

## 299 300 **C. Student Support**

301  
302 All faculty members are expected to provide support to students as part of their work  
303 load. See Section IX.A.3. for some of the possible ways to fulfill this function.

### 304 305 **1. Advisement**

306  
307 Student advisement involves helping a student define and achieve his/her  
308 educational goals, proceed through the undergraduate experience, and establish an  
309 educational foundation for life-long learning. All faculty members advise  
310 students as directed by the department chair, and will be evaluated by the chair in  
311 this activity. The chair will assign advisees in an equitable way so as to distribute  
312 work load throughout the department and maximize the skills of department  
313 members. In some cases, eligibility requirements will determine which faculty  
314 members can advise certain students (e.g., B.S. Ed. programs). Faculty members  
315 shall be knowledgeable of essential aspects of the curriculum and pertinent  
316 policies and procedures of the University in order to provide accurate and timely  
317 advice to students. In advising students, faculty members may not knowingly  
318 make representations or commitments that are inconsistent with University  
319 policies.

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**2. Availability to Students**

Each faculty member must post on his/her office door a schedule of at least seven office hours each week for consultation with students and advisees. Faculty members should make special appointments for students who cannot appear during the regular office hours because of conflicts with other classes.

**3. Mentoring**

Faculty members should assist students with their academic and professional development. This mentoring role can be fulfilled by such activities as: teaching Freshman Seminar, overseeing undergraduate research, sponsoring student organizations, and tutoring students who need help.

**D. Service**

A faculty member is expected to serve the department and college to which he/she is assigned as well as the University in areas of advice and governance. All faculty members are expected to serve on departmental committees. All Assistant Professors, Associate Professors, and Professors are expected to serve on a University Level I, II, or III committee, attend its meetings and participate in its work. First-year faculty are exempt from committee service. Faculty members may be asked to serve on additional committees, sub-committees, and task forces, but should carefully consider with their department chair other workload considerations before agreeing to serve.

Service may also include contribution to one’s profession—that is, serving in an official capacity in a state, regional, or national organization related to one’s discipline—or service to the community, provided it is related to one’s discipline.

**VIII. Faculty Development**

**A. Orientation Process**

The faculty orientation process orients and integrates new faculty into the Northwest culture. Through a coordinated effort among the University, colleges, and departments, new faculty members are presented with an overview of their department, college, and the University and the important role they are expected to play in each. Orientation familiarizes new faculty with the Faculty Handbook contents and initiates a plan for career development. The faculty member should engage fully in the orientation process and if the faculty member does not feel that he/she has received adequate or appropriate orientation, he/she has the responsibility to bring this to the attention of his/her department chair, dean, and/or Provost.

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## **B. Professional Development**

Northwest's professional development process includes an annual faculty evaluation, with more comprehensive reviews at the 3<sup>rd</sup> and 5<sup>th</sup> years for tenure-track faculty, mentoring from the chair and senior faculty, and training and development opportunities to enhance a faculty member's capabilities and ability to contribute to Northwest's continuous development.

### **1. Faculty Evaluation**

#### **a. The System**

Northwest's faculty evaluation system is based on the premise that quality instructional programs are enhanced when evaluation focuses on individual and team accomplishments and strategies for continuous improvement. The teaching of all faculty is evaluated, in accord with their department, rank, and assignment. As a result, each department will maintain and review an annual evaluation plan for each faculty member. Each plan is based on the department's criteria for teaching, scholarship, student support, and service. The faculty member must demonstrate that he/she has met or exceeded the criteria. The range of percentages that may be applied toward teaching, scholarship, student support, and service are set and communicated in writing as part of the annual evaluation process by the department chair in consultation with the faculty member.

#### **b. Administration of the Evaluation of Faculty**

The department chair, in consultation with the college dean, is responsible for the evaluation of faculty members. The chair's evaluation may include consultation with peers and visits to classes taught as a part of the review process and will consider student opinion of teaching effectiveness and other materials the faculty member may wish to include. Documentation relating to the faculty evaluations will be filed in the office of the respective College Dean.

#### **c. Additional Evaluation Issues**

- 1) Departments have the responsibility to develop and assign weights to the criteria for each of the areas in which a faculty member will be evaluated. The criteria and weights should reflect the mission of the department as well as future directions for faculty growth. Departments will be responsible for reviewing, modifying and enhancing the quality of their evaluation criteria on an annual basis and will submit a report of the results of any changes made to the Provost through the respective college dean for review and approval. Also, any modifications to the plan must be included for approval in accord with the calendar prepared by the Provost.

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- 2) These criteria will guide the assessment of performance of the faculty members evaluated.
  - 3) Department evaluation procedures will include a self-evaluation component.
  - 4) The evaluation system will recognize the differences in responsibilities for faculty on different types of contracts and for those who are serving in departments participating in the Faculty Professional Development process. Tenure track and tenured faculty will be evaluated on their performance in the areas of teaching, scholarship, student support, and service. Faculty members holding term or non-tenure contracts may choose to have most or all of their contract responsibilities in the area of teaching and student support and will be evaluated accordingly.
  - 5) Faculty shall establish professional goals at the beginning of each evaluation year. Percentages devoted to each work load category (i.e., teaching, scholarship, student support, service) are determined and a list of individual goals should be created in the context of departmental, college, and University goals.
  - 6) As a part of the continuous improvement process, student opinion is valued and students are provided the opportunity to evaluate their experience in as many classes as possible near the end of each term. The process and instructions to students should be standardized to the extent possible, guaranteeing anonymity to the student and assuring integrity in the process. All general education courses must be evaluated each term regardless of the rank of a faculty member. Faculty who are not tenured should administer surveys to students in all courses every term. Tenured faculty seeking any future promotion should administer surveys to students every term. Tenured faculty who are not seeking a future promotion shall administer surveys to students in a minimum of one course per term in addition to any general education courses.
  - 7) Student survey results are used for discussion with the chair to allow faculty members to analyze their strengths and weaknesses and develop strategies for improvement; to evaluate faculty teaching for promotion and tenure decisions; and, aggregated with other faculty member results, to track teaching performance at the department and college levels.
  - 8) Each full-time and part-time faculty member will receive an annual evaluation regarding his/her performance at Northwest Missouri State University. Exceptions will be made for tenured Professors who will be evaluated every third year. In departments with more than one tenured Professor, evaluations will be divided so that approximately equal numbers of tenured Professors will be evaluated each year. This evaluation shall include a conference with the department chair at which time evaluation

458 criteria, information on performance and the faculty member's goals will be  
459 reviewed at the time designated within the Provosts' operations calendar.  
460

461 9) In promotion and tenure reviews, the faculty member must demonstrate that  
462 he/she meets or exceeds the criteria in an application that provides sufficient  
463 documentation. The Faculty Committee on Rank and Promotion, the  
464 Faculty Welfare Committee, and the Provost's Office will jointly offer  
465 workshops and information to guide faculty members in the preparation of  
466 applications.  
467

468 10) Faculty members who have administrative responsibilities will be evaluated  
469 as an administrator by their supervisor for that portion of their work load.  
470 The minimum percentages for teaching, scholarship, student support and  
471 service may be reduced within the departmental plans to account for an  
472 administrative load.  
473

474 11) The department chair shall make available evaluation criteria to candidates  
475 for positions within the respective department's faculty. Likewise, during the  
476 first trimester of a faculty member's first year of employment, the department  
477 chair will review in detail the department's faculty evaluation criteria.  
478

## 479 **2. Third and Fifth Year Reviews**

480 Full-time tenure track faculty will be advised in writing of their progress by the  
481 college dean at the end of their 3<sup>rd</sup> and 5<sup>th</sup> years of service. In addition, all senior  
482 faculty who will vote on tenure will participate in this review and offer improvement  
483 recommendations to the faculty member. For further information regarding tenure  
484 see Section IX. These reviews are primarily designed to provide information on the  
485 faculty member's progress toward tenure.  
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487

## 488 **3. Mentoring**

489 Each new faculty member will be encouraged to have a mentor, assigned from within  
490 or outside the faculty member's department. Mentoring duties may include advice on  
491 instruction, advisement, scholarship, student support, service, tenure and promotion,  
492 and yearly evaluation, as well as other institutional procedures and processes. The  
493 chair and other members of the department are encouraged to assist the new faculty  
494 member and the mentor in these matters. If the faculty member does not feel that  
495 he/she is receiving adequate or appropriate mentoring, he/she has the responsibility to  
496 bring this to the attention of his/her department chair, dean, and/or Provost.  
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## 499 **4. Training and Development Opportunities**

500 Faculty members are expected to grow in their profession during their careers at  
501 Northwest. There are internal and external opportunities to assist in this process.  
502 These include faculty development days, Northwest fellowships, Culture of Quality  
503

504 funds, opportunities with the Center of Information Technology in Education (CITE),  
505 workshops, videoconferences, Faculty Welfare workshops and a mentor's guidance.  
506 If the faculty member does not feel these resources are being made available to  
507 him/her at a sufficient level, he/she has the responsibility to make this known to the  
508 department chair, dean, and/or Provost.

509  
510 Departments, colleges, and the University support training and development  
511 opportunities through financial support, reassigned time, and encouragement to  
512 implement new ideas. Three specific opportunities for extended training and  
513 development include sabbatical, educational and exchange leaves. Faculty are  
514 encouraged to request support for these leaves. Chairs and deans should provide  
515 leadership and guidance and promote applications by their faculty.

### 516 517 **C. Faculty Development Leaves**

#### 518 519 **1. Sabbaticals**

520  
521 The University encourages faculty to develop themselves professionally through  
522 sabbaticals, educational leaves, and exchange leaves. It will support as many leaves  
523 that meet established criteria as funding allows. To be eligible for funding, leaves  
524 must have the potential to contribute tangibly to a faculty member's professional  
525 development and/or University goals. The number of leaves with salary granted  
526 during any one year will be determined by the budget and actions of the Board of  
527 Regents. Sabbatical leaves will be considered under the following guidelines:

- 528  
529 a. Tenured faculty who have served six years without a sabbatical become eligible  
530 for sabbatical for their seventh year.
- 531  
532 b. Applications are submitted to the faculty member's department chair, dean, and  
533 the Provost on or before November 20 of the academic year prior to the year for  
534 which the leave is requested. Each application will be reviewed by the faculty  
535 member's department chair, appropriate dean, and the Provost. A detailed  
536 statement of the purpose of the leave and projected outcomes must be included  
537 in the application. All applicants will be notified in writing of the final decision  
538 regarding their applications by the Provost.
- 539  
540 c. Sabbatical leaves are not an entitlement; they are granted for purposes that  
541 enhance attainment of the University's mission, and advance the individual  
542 faculty member's professional growth. Following the sabbatical leave, the  
543 faculty member will submit to the Provost and to the appropriate department  
544 chair and college dean a report of professional activities while on leave. In  
545 addition, the faculty member, upon the completion of the sabbatical, will be  
546 responsible for presenting his or her findings to the University at large and to  
547 other interested parties.
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549 d. Sabbatical leaves are not granted to pursue advanced degrees.

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- e. Salary for the period of the leave will be one-half academic year at full pay or one academic year at half pay. Faculty members on sabbatical leave will participate in the retirement program and will have their fringe benefits paid by the University at the same rate as if they were not on leave.
  - f. In computing years of service that apply toward eligibility for promotion and salary consideration, the time spent on sabbatical leave will be counted as full-time service.
  - g. Faculty members on leave will be evaluated in accord with their agreed upon assignment during the leave period.
  - h. Faculty granted a sabbatical leave with pay shall agree to serve at least two more consecutive academic years on the faculty of Northwest, and will be required to sign legal documents assuring fulfillment of this commitment.
  - i. The Board of Regents reserves the right in its sole discretion to refuse a request for leave.

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## 2. **Educational Leaves**

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Only full-time, ranked faculty are eligible for educational leave. Leaves for ranked faculty members to return to graduate school to work toward an advanced degree require a positive recommendation by the President and Board of Regents approval. The Board of Regents reserves the right to refuse to grant a leave request in any case. Educational leaves are subject to the following guidelines:

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- a. In recognition of at least three years of continuous service, members of the faculty may be granted educational leave not to exceed the equivalent of one academic year. Applications for extensions without pay may be considered.
  - b. Applications for educational leaves shall be submitted no later than November 20 of the year prior to the academic year for which the leave is requested. A detailed statement of the purpose of the leave which will include the name of the institution to be attended and a statement of anticipated progress toward degree/program completion to be made during the period of the leave must be attached to the application. All applicants will be notified in writing of the final decision.
  - c. The purpose of the leave must be for attendance at an accredited institution of higher learning or otherwise adding to one's professional competence or usefulness in a manner approved by the President or his/her designee. When a faculty member is granted a leave for the purpose of attending an institution of higher learning, the faculty member must enroll on a full-time basis.

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- d. Salary for the period of the leave will be half of the stipulated salary or \$12,000 whichever is less. Faculty members on educational leave will participate in the retirement program and will have their fringe benefits paid by the University at the same rate as if the faculty member were not on leave.
  - e. In computing years of service that will apply toward eligibility for promotion, tenure and salary considerations, time spent on educational leave will be counted if approved by the Provost. Maximum credit to be received will be one year.
  - f. Faculty members on leave will be evaluated in accord with their agreed upon assignment during the leave period.
  - g. The person granted an educational leave with pay shall agree to serve at least two consecutive years after the leave concludes on the faculty of Northwest and will be required to sign legal documents assuring this commitment.

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### 3. **Exchange Leaves**

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- a. Full-time faculty members may apply for leave for the purpose of exchanging positions with a faculty member at another institution.
  - b. Any exchange leave, when agreed to by the institution and the individual involved, is to be granted for purposes that will enhance the University and the development of the faculty member.
  - c. The Provost may, upon recommendation from the respective college dean, commit the University to assist the faculty member with travel expenses incurred because of the exchange. This policy does not cover moving expenses.
  - d. In computing years of service that will apply toward eligibility for promotion, tenure and salary considerations, time spent on exchange leave will be counted if recommended by the Provost and President and approved by the Board of Regents. Maximum credit to be received will be one year.
  - e. Faculty members on leave will be evaluated in accord with their agreed assignment during the leave period.

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## IX. **Promotion and Tenure: Introduction**

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Northwest's promotion and tenure reviews are two separate, though similar, processes. Application for promotion proceeds from the department to the college deans, the Faculty Advisory Committee on Rank, and the Provost, while tenure proceeds from the department through the chair, dean, and Provost. Both processes terminate in the approval or disapproval by the President and Board of Regents.

641 Promotion in rank is not an entitlement, and the responsibility rests solely with the  
642 individual faculty member to demonstrate that he/she has met or exceeded the criteria set  
643 forth in this Chapter. The number of promotions granted each year should not be impacted  
644 by budgetary conditions, though pay raises for promotions will be subject to such  
645 conditions.  
646

647 For both promotion and tenure, the faculty member is evaluated in four categories: teaching,  
648 scholarship, student support, and service. The faculty member submits a concise portfolio  
649 documenting accomplishment in these areas. Wherever possible, it is recommended that a  
650 single portfolio for tenure and promotion to associate professor be submitted. In the  
651 portfolio, the faculty member should indicate clearly the percentage of time devoted to each  
652 category for each of the years under review. These percentages should be those developed  
653 in conjunction with his/her department chair.  
654

#### 655 **A. Evidence for Promotion and Tenure**

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657 The following are possible, but not the only, ways in which evidence of activities in  
658 each of the areas of evaluation may be reflected:  
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##### 660 **1. Teaching**

- 661
- 662 • Student feedback, including student opinionnaires and department chair
- 663 classroom visits
- 664 • Course syllabi
- 665 • Technology applications
- 666 • Teaching portfolios (teaching loads, course preparations, sample assessment
- 667 instruments, etc.)
- 668 • Chair evaluations
- 669 • Peer evaluations
- 670 • Supervision of independent studies, practica, etc.
- 671 • Receipt of teaching awards or honors
- 672 • Participation in instructional workshops/seminars, etc.
- 673 • Development of innovative teaching techniques/methods
- 674 • New program/course development
- 675 • Other criteria as determined appropriate by a faculty member's department
- 676

##### 677 **2. Scholarship**

###### 678 **a. Statement of principles regarding scholarship**

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680 Scholarship includes the following categories:  
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- 682
- 683 1) Scholarship of discovery: Knowledge-based research that adds to our
- 684 disciplinary knowledge base.
- 685 2) Scholarship of integration: Synthesis of diverse knowledge.

- 686 3) Scholarship of application: New knowledge regarding practical  
687 applications.  
688 4) Scholarship of teaching: New knowledge regarding preparation and the  
689 carrying out of teaching activities.  
690

691 To assure quality and rigor, and an ongoing commitment to the University  
692 mission, all scholarship must meet the following standards:  
693

- 694 a) clear professional goals  
695 b) adequate preparation  
696 c) appropriate methods  
697 d) meaningful results  
698 e) effective presentation  
699 f) reflective critique  
700

701 By these criteria, a faculty member's scholarship must be disseminated and  
702 critiqued using the accepted standards of the profession and/or discipline in  
703 which the work has been done. This expansion of the University definition of  
704 scholarship to include integration, application and teaching better supports our  
705 institutional commitment to student learning and public service. Evaluation of  
706 this scholarly activity will be carried out annually, in the third and fifth year  
707 reviews, and at promotion and tenure decision times. These evaluations will be  
708 accomplished through external peer reviews associated with publication and  
709 conference, exhibition and performance venues; and peer reviews by department  
710 colleagues of higher academic rank, the department chair, the appropriate dean  
711 and the Provost.  
712

713 **b. Examples of scholarly work**  
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- 715 • Scholarship resulting in external peer reviewed, published work
- 716 • Scholarly presentations, workshops, and in-service activities with external  
717 peer review
- 718 • Demonstrated creative accomplishment with external peer review
- 719 • Creation of course materials (published case studies, casebooks, curriculum  
720 guidance, instructors' guides, and software etc.) with external peer review
- 721 • Creation of theater productions, videos, art exhibits, radio programs, etc.  
722 with peer review
- 723 • Research or scholarly activities in experimental course designs, curriculum  
724 development, pedagogical methodology, assessment activities, etc. with  
725 external peer review
- 726 • Serving as editor or referee/reviewer
- 727 • Widely distributed and utilized instructional applications, including those  
728 using technology
- 729 • Fellowship or research awards including grants
- 730 • Receipt of prestigious awards
- 731 • Issuance of copyrights or patents related to the faculty member's discipline

- 732                   • Other criteria as determined appropriate by the respective departments

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**3. Student Support**

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- Advising students

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- Tutoring students

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- Effective participation in Freshmen Seminar

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- Serving as sponsor or advisor of student organizations or other co-curricular activities

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- Receipt of awards or recognition for outstanding student support

742

- Other criteria as determined appropriate by the respective departments

743

- Active involvement on Master's or Doctoral Committees or in undergraduate research projects

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746

**4. Service**

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- Serving in an elected office or other position of leadership in an international, national, regional, state, or local professional organization

749

- Active involvement on Masters, Specialists or Doctoral Committees or in undergraduate research projects

750

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- Serving in special assignments for professional organizations (chairing sessions, moderating panels, etc.)

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- Serving as a chair of a major university governance council or committee (Faculty Senate, Graduate Council, Council on Teacher Education, Faculty Senate Committee, etc.)

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- Significant participation in University, college or department committees/teams

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- Participation related to one's discipline in community activities, such as serving as an external consultant

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- Recruitment of students

761

- Mentoring members of the faculty team

762

- Other criteria as determined appropriate by the department

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The foregoing items are not listed in priority order.

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**B. Criteria for Promotion**

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It is in the sole discretion of the Board of Regents whether or not to promote any faculty member. Consideration for promotion in rank will require attainment of the following minimum eligibility criteria:

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**1. Instructor to Assistant Professor**

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- a. Possess qualifications of Assistant Professor.

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- b. Upon becoming A.B.D. (all but dissertation) or completion of the terminal degree, an instructor may be promoted to Assistant Professor. This will be effective in the academic year following the year in which official notification is received by the University and the faculty member's salary will be adjusted accordingly.

After eight years at the instructor level at Northwest, faculty without a doctorate or terminal degree who otherwise qualify for the rank of assistant professor may be recommended for promotion by their department. These faculty must demonstrate that they have exceptional qualifications with regard to skills and service to be promoted under this criterion. Awards, presentations and/or scholarly activities in the instructor's discipline may also be considered.

**2. Assistant Professor to Associate Professor**

- a. Possess qualifications of Associate Professor.
- b. Minimum of three years of teaching at Northwest Missouri State University. New faculty with sufficient merit may be offered an initial contract without this stipulation being in effect.
- c. Demonstrate, in accordance with University policies for promotion, that the qualifications for Associate Professor have been met or exceeded.

**3. Associate Professor to Full Professor**

- a. Possess qualifications of Professor.
- b. Minimum of three years of teaching at the Associate Professor rank at Northwest Missouri State University. New faculty with sufficient merit may be offered an initial contract without this stipulation in effect.
- c. Demonstrate, in accordance with University policies for promotion, that the qualifications for Professor have been met or exceeded.

**C. Procedure for Promotion**

Faculty who are eligible and wish to be considered for faculty rank promotion initiate this process by the completion and submission of a rank promotion application form, which can be obtained from their department chair. The form, along with the appropriate documentation, must be submitted to the chair in accord with the University calendar established by the Provost. The following is a detailed description of the promotion procedure.

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**1. Documentation**

The documentation furnished by the candidate must include the promotion application form, vita, letters from persons qualified to evaluate the promotion request (sent directly to the department chair), all student surveys, and chair classroom visitation reports, where available, for the last two years and documentation submitted as a part of the annual evaluation process for every year since the last promotion. The candidate shall provide the department chair with documentation that summarizes the annual evaluations and portfolios and provides support for claims made in the application and the vita.

**2. Departmental Committee**

The department chair shall make available this documentation to a departmental committee composed of all full-time faculty holding at least the rank to which the candidate aspires and who have completed two years at Northwest Missouri State University.

**3. Ballot**

The department chair shall secure a written secret ballot for rank promotion from all members of the departmental committee. He/she shall convey those assessments and recommendations along with his/her written assessment and recommendation to the college dean in accord with the calendar established by the Provost.

**4. Dean’s Recommendation**

The Dean shall give a written assessment and recommendation to the Provost who serves as chair of the Faculty Advisory Committee on Rank, in accord with the University calendar established by the Provost.

**5. The Faculty Advisory Committee on Rank**

This committee will act in accordance with the guidelines for promotion of Chapter 2 of this Handbook (Section IX).

**6. Provost’s Recommendation**

The Provost shall present all written recommendations, including his or her own, and the vote of the Faculty Advisory Committee on to the President.

**7. President’s Recommendation**

The President will convey to the Board of Regents all of the recommendations for promotion from faculty and administrative units including a presidential recommendation.

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**8. Timeline**

Failure to meet established process deadlines by the faculty member will result in termination of the process. Failure to meet a deadline by the administration does not affect the application.

**9. Notification**

The discussions and particular recommendations of the Faculty Advisory Committee on Rank shall remain confidential; however, the Committee vote will be transmitted to the applicant upon request. All candidates will be notified of the decision of the Board of Regents. In cases of denial, the candidate will receive an oral report followed by a written summary from the Provost concerning the recommendations of the department chair, college dean, Faculty Advisory Committee on Rank, Provost, and the President, along with recommendations for correcting the situation that led to denial.

**D. Tenure**

Tenure is an arrangement under which a faculty appointment in a discipline within an institution of higher education is continued until the faculty member resigns, retires, is discharged for cause, is laid off pursuant to a reduction in force and/or becomes disabled beyond performing the essential functions of the job. This commitment, however, is subject to the terms and conditions of employment that exist from contract year to contract year. Tenure is not an entitlement, but must be earned. It is the sole responsibility of the individual to demonstrate that he/she has met or exceeded the criteria defined in this Handbook Chapter. It is in the sole discretion of the Board of Regents whether or not an individual will be granted tenure either at the time of employment or through the application process for tenure.

Faculty employed on tenure track on or before June 30, 1992 are not required to apply for tenure and their employment status will not be affected by the decision not to apply. All other criteria for attaining tenure apply.

**1. Procedure for Tenure-Track Faculty Employed on or Before June 30, 1992**

The procedure outlined below shall apply to faculty who commenced tenure-track employment on or before June 30, 1992. Such tenure-track faculty shall be covered under the following policy with regard to the procedure for applying for tenure. All faculty members will, however, be required to comply with the "Steps for Applying for Tenure" and the "Qualitative Criteria."

- a.** A tenure-track faculty member wishing to apply for can initiate the recommendation for this change in status by completing a Tenure Application form with appropriate documentation reflecting the faculty evaluation criteria outlined in Chapter 2 of this Handbook and the department faculty evaluation

912 documents. The faculty member will deliver these materials to the department  
913 chair in accordance with the calendar prepared by the Provost.

- 914
- 915 **b.** A copy of the Tenure Application form with appropriate documentation will be  
916 shared with all tenured members of the department.
  - 917
  - 918 **c.** Failure to meet a deadline by the faculty member shall result in the termination  
919 of the process. Failure to meet a deadline by the administration will not affect  
920 the application.

921

922 **2. Procedure for Tenure-Track Faculty Employed After July 1, 1992**

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- 924 **a.** All members of the ranked faculty on tenure-track appointment employed after  
925 July 1, 1992 will be evaluated for tenure after six years of full-time service at  
926 Northwest Missouri State University. The evaluation will be completed in the  
927 seventh year. Time spent on officially approved leave as set forth herein may  
928 count toward tenure provided prior approval is obtained from the Board of  
929 Regents.
- 930
- 931 **b.** At the time of an offer of a tenure track position, the new faculty member may  
932 negotiate years of credit toward tenure, if the following conditions are met: the  
933 department chair and dean have recommended the credit and the new faculty  
934 member has prior experience at an accredited college or university or has  
935 pertinent professional experience.
- 936
- 937 **c.** Tenure-track faculty contracts will specify the year during which the person will  
938 be given final consideration in the tenure evaluation process. A person who is  
939 not granted tenure or who fails to apply for tenure during the specified year will  
940 be offered a terminal one-year non-renewable contract after which employment  
941 with the University will be terminated.
- 942
- 943 **d.** Full-time tenure-track faculty members will be evaluated during each year of  
944 their tenure track service in accord with the University calendar prepared by the  
945 Provost. The faculty member will be advised in writing by the college dean of  
946 his/her evaluation of progress toward tenure by the end of the third and fifth  
947 years of service after consultation with the Provost, who may consult with the  
948 President. The statement from the college dean to the faculty member must  
949 address strengths and weaknesses and outline corrective actions that must be  
950 taken before tenure will be recommended to the Board of Regents. Tenure-track  
951 faculty will receive an annual evaluation jointly prepared by the department  
952 chair and college dean.
- 953
- 954 **e.** A faculty member who is eligible for appointment to tenure shall initiate the  
955 request for this change by completing a Tenure Application form, with  
956 appropriate documentation reflecting the faculty evaluation criteria outlined in  
957 Chapter 2 of this Handbook and the department faculty evaluation documents.

958 The faculty member will deliver these materials to the department chair in  
959 accord with the calendar prepared by the Provost. Failure to meet a deadline by  
960 the faculty member shall result in the termination of the process. Failure to meet  
961 a deadline by the administration will not affect the application.  
962

963 f. Upon the written request of a faculty member, the Board of Regents may grant a  
964 stopping of the 'tenure clock' if, in their judgment, the academic performance of  
965 the provisional faculty member would be adversely affected by the responsibility  
966 as primary care giver after the birth or adoption of a child, circumstances  
967 involving a serious personal illness, the provision of care for a seriously ill  
968 family member, or any similar situation requiring compassion. During this  
969 period the faculty member will not be evaluated according to the tenure  
970 guidelines and the year will not be counted toward tenure eligibility. After the  
971 end of this period the faculty member will be returned to the tenure track where  
972 he/she left off.  
973

974 1) Intent: Sometimes extenuating circumstances create great hardships for a  
975 faculty member going through a tenure review. "Stopping of the tenure  
976 clock" should provide equity to probationary faculty during stressful times  
977 such as birth, adoption, serious illness or death of a close family member.  
978 The intent of this policy is to make allowances for personal emergencies, and  
979 to provide such affected faculty an equal opportunity to earn tenure. This  
980 option shall not be made available to provisional faculty members in the  
981 absence of the extenuating circumstances as defined above.  
982

983 2) Guidelines: A faculty member desiring a temporary stopping of the tenure  
984 clock should submit such a request in writing to his/her department chair for  
985 a vote by the tenured faculty. This request will be forwarded to the college  
986 dean and then to the Provost and President. The routing procedure will  
987 enable the request to reach the Board of Regents regardless of support along  
988 the route. The final decision on granting this request shall rest with the  
989 Board of Regents.  
990

991 3) Whenever possible, the request should be submitted prior to the start of the  
992 academic year in question. If a request is submitted after the start of the  
993 academic year, it either will be reviewed for that year or could be considered  
994 for the following academic year. Requests will be reviewed in a timely  
995 manner. Individuals presenting requests will be notified of approval or denial  
996 as expeditiously as possible.  
997

998 4) Requests that are granted will be typically for one academic year. Only one  
999 stopping of the tenure-track clock may be granted to each faculty member  
1000 unless warranted by extraordinary circumstances.  
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1002 5) In order to evaluate the request, additional documentation, such as medical  
1003 information, may be required.

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- 6) This provision is not necessarily linked to a leave of absence with or without salary. This provision is not the basis for determining if a faculty member should be employed full time or would receive full pay and benefits. Those decisions are made separately prior to the request for stopping of the tenure clock.

**3. Procedure for Tenure-Track Faculty**

Members of the ranked faculty on tenure-track appointments with a terminal degree may apply for tenure after six years of full-time service at Northwest Missouri State University. Time spent on officially approved leave as set forth herein may count toward tenure provided prior approval is obtained from the Board of Regents.

New faculty at the time of employment in a tenure-track position, upon recommendation of their department chair and dean, may negotiate with the Provost for credit towards up to six years of service at Northwest, if they have prior service at an accredited college or university, or have related professional experience.

**4. Steps for Applying for Tenure**

The following steps are for all faculty applying for tenure regardless of the date of employment.

- a. Upon receipt, the department chair will share a copy of the faculty member's Tenure Application form and documentation with all tenured members of the department.
- b. The department chair will request a secret vote, in writing, of the tenured members of the department in accord with the calendar prepared by the Provost. The department chair will not be permitted to vote. In the case that the department chair is being considered for tenure, the college dean will assume the role normally performed by the department chair in these procedures. If faculty members elect not to vote, their abstention will be noted. The vote of the faculty and the recommendation of the department chair are advisory to the college dean.
- c. The department chair will forward these results to the college dean, along with his/her written recommendation for tenure or denial of tenure. If the department chair does not recommend tenure, he/she will communicate the reasons to the college dean and to the faculty member in writing. In the case of graduate faculty, the Dean of Graduate Studies will forward his/her endorsement or non-endorsement of the dean's recommendations to the Provost.
- d. The college dean will forward all recommendations from the college along with his/her own endorsement or non-endorsement to the Provost.

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- e. If the vote of the tenured faculty and the recommendations of the department chair, graduate dean, college dean and Provost do not agree, the Provost will arrange a conference with all parties to the decision. The series of recommendations and any conferences to discuss these recommendations shall be considered in the Provost's recommendation to the President and Board of Regents for final action.
  - f. The Provost will forward the recommendations from all faculty and administrators along with his/her written recommendation for tenure or denial of tenure to the President.
  - g. The President will forward the recommendations from all faculty and administrators along with his/her own recommendations to the Board of Regents for final action. The decision in granting or denying tenure is in the sole discretion of the Board of Regents.
  - h. If tenure is granted to the faculty member, official notice will be transmitted by a letter from the President of the University. A copy of the letter will also be sent to the college dean and the department chair.
  - i. In the event tenure is not granted, a terminal one-year non-renewable contract will be issued to the faculty member for the fiscal year following his/her current contract.

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## 5. **Qualitative Criteria**

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Tenure is based on a thorough evaluation of the candidate. While specific responsibilities of faculty members may vary, evaluations for tenure will address the manner in which each candidate has performed in teaching, scholarship, student support, and service as outlined in the criteria in departmental evaluation documents and Chapter 2 of this Handbook. These evaluations will be in accord with departmental evaluation documents and Chapter 2 of this Handbook and with the percentages of time devoted to each category that were developed in consultation with the department chair.

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## **IX. Separation from the University**

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### **A. Resignation**

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A faculty member who desires to terminate his/her employment should do so by presenting a written resignation to the Provost at least four months prior to the commencement of the next academic year.

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**B. Non-renewal of Contract for Tenure-Track Faculty**

A tenure-track faculty member is to be notified of non-renewal of contract according to the following:

1. During the first year of employment, notification of non-renewal shall be given in writing on or before March 1.
2. During the second and third year of employment, notification of non-renewal shall be given in writing on or before February 1.
3. After the third year of employment, notification of non-renewal shall be given in writing on or before February 1 prior to the academic year in which the contract expires, in which case a terminal one-year non-renewable contract may be offered.

**A. Voluntary Early Retirement Plan (Suspended by BOR 04-03-02)**

A voluntary early retirement plan is offered to the faculty of the University with the following provisions:

**1. Eligibility**

The faculty member must be:

- vested in MOSERS and/or the teachers' retirement plan and have at least ten (10) years of faculty service with Northwest Missouri State University.
- within five (5) years of being first eligible for Social Security.
- a tenured member of the Northwest faculty.

**2. Provisions**

Faculty members may opt for only one of the available options. They may not be combined.

- a. **Lump Sum Payment Option.** If a faculty member wishes to retire within five (5) years of being first eligible for Social Security, he or she would be paid a one-time lump payment of 60 percent of the existing salary level. Early retirees will be eligible for the University's retirement benefits. For purposes of this plan, the salary level shall be the salary established in the current academic year contract at the time of application for the program. Lump sum payments are excluded from MOSERS benefits by statute.
- b. **Part-time Teaching/Phased Retirement Program Option.** The phased retirement program provides for options for proportional assignments every year for a faculty member within five years of being first eligible for Social Security and will be based on University and departmental needs. Salary is

1141 based on the proportional assignment time of the faculty member's prior  
1142 year's full-time salary.

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1144 **c. Additional Provisions**

1145  
1146 1) Any faculty member choosing and implementing an option for Voluntary  
1147 Early Retirement Plan shall not retain University tenure as of the date of  
1148 execution of the agreement between the faculty member and the  
1149 University.

1150  
1151 2) Each fiscal year, the Provost shall identify the methods of funding the  
1152 early\_retirement program in accordance with the resources available.

1153  
1154 **3. Procedure**

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1156 An eligible faculty member who desires to participate in the voluntary early  
1157 retirement program shall apply to the Provost after consultation with his/her  
1158 department chair and dean. Written application for the program must be made by  
1159 the prospective retiree by October 1 of the year prior to a requested date of early  
1160 retirement. The Provost will determine if an agreement is to be made with a  
1161 faculty member and the terms of that agreement will be forwarded to the  
1162 President who will submit his/her recommendation to the Board of Regents.

1163  
1164 The final agreement shall contain the signatures of the Provost and the faculty  
1165 member. The faculty member may rescind the agreement within 48 hours after  
1166 signing.

1167  
1168 In certain circumstances where a faculty member wishes to participate in the plan,  
1169 but fails to meet the eligibility requirements stated above, the Provost, with the  
1170 concurrence of the President, may construct an optional plan. This option must  
1171 follow the basic outline of a single stated option. Further, it must be constructed  
1172 utilizing the approved principles of MOSERS.

1173  
1174 This program may be terminated, suspended or limited at the sole option of the  
1175 Board of Regents of the University.

1176  
1177 **B. Termination or Suspension for Cause During the Contract Period**

1178  
1179 The following provisions apply regarding the termination or suspension of faculty  
1180 during the period of their contract. No faculty member will be removed except for  
1181 incompetence, neglect of or refusal to perform his/her duties, dishonesty, immoral  
1182 conduct, drunkenness, sexual harassment, or violation of the University's drug and  
1183 alcohol policy. Nor, will a faculty member be removed until after ten days notice, in  
1184 writing, stating the nature and causes of termination. The faculty member will have the  
1185 opportunity to present a defense to the Board of Regents with or without counsel and be

1186 allowed to introduce testimony that will be heard and ruled upon by the Board of  
1187 Regents as detailed in the procedure below.

1188  
1189 To implement these provisions the following procedures shall apply: (These procedures  
1190 do not apply to the non-renewal of faculty contracts.)  
1191

- 1192 1. When the President or his/her authorized representative (in this subsection  
1193 “Presidential Representative”) determines that it may be necessary to remove or  
1194 suspend a faculty member under the provisions herein, the Presidential  
1195 Representative will confer with the faculty member concerning the reasons for  
1196 potential the termination or suspension. If the matter cannot be resolved by mutual  
1197 agreement, the Presidential Representative will present the faculty member with a  
1198 statement of the reasons for his/her termination or suspension in writing. These  
1199 reasons will either be presented to the faculty member personally or be sent to  
1200 him/her by certified mail to the mailing address listed with the University.  
1201
- 1202 2. No faculty member will be suspended from his/her position until ten days after the  
1203 presentation of written notice unless there is clear evidence of danger to life,  
1204 property or the general welfare of the students if he/she remains in his/her position.  
1205 Such determination is at the sole discretion of the President or the Provost. Notice  
1206 of termination or suspension will be given in writing. Salary will not be affected  
1207 during the period of suspension.  
1208
- 1209 3. If the faculty member decides to contest the proposed termination or suspension,  
1210 he/she must file a request for a hearing with the University President and the  
1211 presiding officer of the Faculty Senate within ten days of receiving written  
1212 notification of termination.  
1213
- 1214 4. If the faculty member requests a hearing within ten days of notification, the Faculty  
1215 Hearing Committee will meet within five working days, consistent with allowing the  
1216 President or his/her representative and the accused faculty member time to gather  
1217 evidence, including witnesses, to substantiate or refute the charges. (See the  
1218 Appeals Procedure in Section XI R for more details regarding the Faculty Hearing  
1219 Committee.) If no request for a hearing is made within ten days, the matter is  
1220 deemed final and there will be no further right of hearing or appeal. The faculty  
1221 member's contract will be deemed terminated and his/her salary will be  
1222 discontinued.  
1223
- 1224 5. The Faculty Hearing Committee will hear the issues and make recommendations  
1225 to the President and the faculty member relative to its findings. Only the  
1226 President can release results of the Faculty Hearing Committee.  
1227
- 1228 6. No faculty member may have his/her case heard by the Board of Regents until after  
1229 his/her case has been heard by the Faculty Hearing Committee and its  
1230 recommendations or findings made known to both the President or his/her  
1231 authorized representative and the faculty member. After such faculty member

1232 receives the report, he/she may choose to appeal to the Board of Regents for a final  
1233 decision. The recommendations or findings of the Faculty Hearing Committee are  
1234 advisory to the President and the Board. The Board has sole and final authority in  
1235 all decisions regarding dismissal or suspension of the faculty member.  
1236

1237 **C. Reduction in Force**  
1238

1239 Any decision resulting in the growth, realignment, or reduction of faculty should be  
1240 guided by a fundamental consideration for the well being of the University as a whole.  
1241 This consideration includes providing services as mandated by the state legislature,  
1242 maintaining sufficient financial resources to continue operation, responding to the  
1243 demands for higher education by the citizens of Missouri, and maintaining sufficient  
1244 standards to retain accreditation as a university. Furthermore, as an aspect of  
1245 maintaining the well being of the University, program integrity must be maintained by  
1246 providing sufficient faculty resources to guarantee that instruction is offered in subjects  
1247 of highest need and demand. Although responsible safeguards for faculty tenure and  
1248 seniority must be provided, program integrity will be of paramount importance in  
1249 faculty reduction considerations.  
1250

1251 Prior to the implementation of procedures of reduction, all other remedies should be  
1252 fully explored and attempted. Examples of remedies include reduction through attrition,  
1253 incentives for early retirement, retraining of present faculty to teach in areas of higher  
1254 demand or alternate assignments including placement in administrative and staff  
1255 positions, if possible by common agreement between the faculty member and the  
1256 University.  
1257

1258 In the case of a general reduction of faculty numbers, as opposed to the elimination of a  
1259 program or department, final decisions must consider, in the following order, the well-  
1260 being of the University, program integrity, tenure and the seniority of faculty defined as  
1261 years of service.  
1262

1263 The possibilities of early retirement should be explored before consideration is given to  
1264 other means of personnel reduction. No faculty member, however, should be forced to  
1265 retire early in order to achieve a reduction in force. Tenured faculty may be assigned to  
1266 other academic, administrative or staff positions needing personnel when the faculty  
1267 member's qualifications meet or exceed those required by the position. Salary and other  
1268 considerations of employment will not exceed those normally associated with the  
1269 administrative or staff position. If the reappointment is to an internal academic position,  
1270 the rank of the transferred faculty member will not change.  
1271

1272 If after consultation with the Provost, college dean and department chair, the President  
1273 determines that a reduction in force is needed and requires the elimination of a complete  
1274 department or a program within a department, a preliminary report will be prepared  
1275 reflecting the views of the President regarding the recommended reduction. When the  
1276 process of preparing such a report formally commences, the following steps will be  
1277 taken:

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1. The Provost will inform the President of the Faculty Senate that a reduction in force report is being prepared.
2. The Faculty Senate President will compile a list of eligible faculty to serve on an ad hoc Reduction in Force Faculty Advisory Committee. The list will be distributed to all full-time faculty in the form of a ballot. Eligible faculty are those with tenure and rank who are not presently serving in any administrative capacity (department chair, college dean or other administrative capacity). Faculty members or spouses of faculty targeted for deletion are ineligible to serve.
3. The entire faculty will elect a ten-member ad hoc Reduction in Force Faculty Advisory Committee. Each faculty member will vote for one faculty member from each College. Faculty members receiving the highest number of votes will constitute the ad hoc Reduction in Force Faculty Advisory Committee. A lottery drawing will be used to break ties.
4. The President's preliminary report will be submitted to the ad hoc Reduction in Force Faculty Advisory Committee and the targeted departments for review.
5. The targeted departments will be given ten working days to formulate a response (if they so desire) for consideration by the ad hoc committee. If the faculty within the department(s) do not object to the preliminary report, the President will be free to make his recommendation to the Board of Regents.
6. If the faculty within a targeted department objects in writing to the preliminary report, the ad hoc Reduction in Force Faculty Advisory Committee will meet to hear such objections plus review other relevant information. Members of the committee will select their own leadership and determine their own rules of operation.
7. Within 15 working days from the time it receives appeals from the targeted departments (25 working days following its election), the ad hoc committee will forward its recommendations to the President.
8. The President will transmit his/her recommendations along with the ad hoc committee's recommendations to the Board of Regents for final action at the next meeting of the Board of Regents.
9. Within five working days after the Board of Regent's decision, the President will notify the targeted departments and the Faculty Senate President of the Board's decision.
10. If the department is eliminated, the administration will explore options for relocating displaced faculty. A tenured faculty member who loses his/her position will be placed on a recall list for two years. He/she will have access to a list of personnel vacancies as they occur and will be rehired to positions for which he/she is as or

1324 more qualified than a non-campus applicant, including his/her own position if re-  
1325 justified. (A list of openings will be posted by the Office of Human Resources  
1326 Management and made available upon request.)

1327  
1328 In targeting areas or departments for possible reduction, and in reviewing appeals,  
1329 the following issues should be considered. The listing should not be construed as  
1330 being in priority order.

- 1331
- 1332 • The quality of the curriculum offered within the department.
- 1333
- 1334 • The quality and preparation of the faculty teaching within the department.
- 1335
- 1336 • The centrality of the department to the University's mission.
- 1337
- 1338 • Services the department provides to non-majors.
- 1339
- 1340 • The facilities and equipment required in support of the department.
- 1341
- 1342 • The number of majors enrolled in the department's degree program(s).
- 1343
- 1344 • The demand for graduates from the department's program(s).
- 1345
- 1346 • The competitive standing of the department vis-a-vis similar departments at  
1347 other institutions in the region.
- 1348
- 1349 • The potential impact on the region of closing the department.
- 1350
- 1351 • The income/expense ratio of operating the department.
- 1352

1353 Except in the case of financial exigency, tenured faculty members who are  
1354 discontinued for reasons of reduction in force will be advised of such a decision by  
1355 March 31, of the year prior to the academic year for which his/her contract is  
1356 terminated. Other faculty will be given notice as indicated in Chapter 2 of the  
1357 Faculty Handbook except in cases of financial exigency. Nothing in these  
1358 guidelines, however, shall prevent discontinuation of any non-tenured faculty for  
1359 other reasons.

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### 1361 **XI. University Policies**

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#### 1363 **A. Faculty Rights and Responsibilities**

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1365 The primary responsibilities of the faculty at Northwest are teaching, scholarship,  
1366 student support and service. By accepting an appointment at this University, a faculty  
1367 member assumes a responsibility to engage in scholarly activities and creative endeavors  
1368 that foster free inquiry, free expression, intellectual honesty, respect for the dignity and

1369 rights of others and openness to change. The rights and responsibilities exercised within  
1370 the academic community must be compatible with these characteristics.

1371

1372 **1. Academic Freedom**

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1374 Northwest subscribes to the American Association of University Professors  
1375 statements on academic freedom, professional ethics, and faculty freedom and  
1376 responsibility as defined in the following sections. This endorsement should not be  
1377 construed as a general endorsement of all policies of the American Association of  
1378 University Professors.

1379

1380 "Teachers are entitled to full freedom in research and in the publication of the  
1381 results, subject to the adequate performance of their other academic duties; but  
1382 research for pecuniary return should be based upon an understanding with the  
1383 authorities of the institution.

1384

1385 "Teachers are entitled to freedom in the classroom in discussing their subject, but  
1386 they should be careful not to introduce into their teaching controversial matter which  
1387 has no relation to their subject. Limitations of academic freedom because of  
1388 religious or other aims of the institution should be clearly stated in writing at the  
1389 time of the appointment.

1390

1391 "College and university teachers are citizens, members of a learned profession, and  
1392 officers of an educational institution. When they speak or write as citizens, they  
1393 should be free from institutional censorship or discipline, but their special position in  
1394 the community imposes special obligations. As scholars and educational officers,  
1395 they should remember that the public may judge their profession and their institution  
1396 by their utterances. Hence they should at all times be accurate, should exercise  
1397 appropriate restraint, should show respect for the opinions of others, and should  
1398 make every effort to indicate that they are not speaking for the institution." (B.  
1399 Robert Crazier, ed., "1940 Statement of Principles on Academic Freedom and  
1400 Tenure with 1970 Interpretive Comments," American Association of University  
1401 Professors Policy Documents and Reports, Seventh Edition, 1990, 3-4.)

1402

1403 **2. Professional Ethics**

1404

1405 Northwest subscribes to the belief that self-regulation is preferable to any externally  
1406 imposed discipline. In this regard, the University faculty shall impose obligations  
1407 upon individual professors that require any serious breach of duties to be judged by  
1408 colleagues who are well acquainted with the problems and practices of a specialized  
1409 field. Only in extreme cases of serious violations of professional responsibilities  
1410 will an academic area regulate itself by calling upon University representation to  
1411 deal with issues that could have been avoided either by individual self-control or by  
1412 departmental discipline. Nothing herein is intended to restrict the authority of the  
1413 Board of Regents or its designees.

1414

1415 "Professors, guided by a deep conviction of the worth and dignity of the  
1416 advancement of knowledge, recognize the special responsibilities placed upon them.  
1417 Their primary responsibility to their subject is to seek and to state the truth as they  
1418 see it. To this end professors devote their energies to developing and improving  
1419 their scholarly competence. They accept the obligation to exercise critical  
1420 self-discipline and judgment in using, extending, and transmitting knowledge. They  
1421 practice intellectual honesty. Although professors may follow subsidiary interests,  
1422 these interests must never seriously hamper or compromise their freedom of inquiry.  
1423

1424 "As teachers, professors encourage the free pursuit of learning in their students.  
1425 They hold before them the best scholarly and ethical standards of their discipline.  
1426 Professors demonstrate respect for students as individuals and adhere to their proper  
1427 roles as intellectual guides and counselors. Professors make every reasonable effort  
1428 to foster honest academic conduct and to ensure that their evaluations of students  
1429 reflect each student's true merit. They respect the confidential nature of the  
1430 relationship between professor and student. They avoid any exploitation,  
1431 harassment, or discriminatory treatment of students. They acknowledge significant  
1432 academic or scholarly assistance from them. They protect their academic freedom.  
1433

1434 "As colleagues, professors have obligations they derive from common membership  
1435 in the community of scholars. Professors do not discriminate against or harass  
1436 colleagues. They respect and defend the free inquiry of associates. In the exchange  
1437 of criticism and ideas professors show due respect for the opinions of others.  
1438 Professors acknowledge academic debt and strive to be objective in their  
1439 professional judgment of colleagues. Professors accept their share of faculty  
1440 responsibilities for the governance of their institution.  
1441

1442 "As members of an academic institution, professors seek above all to be effective  
1443 teachers and scholars. Although professors observe the stated regulations of the  
1444 institution, provided the regulations do not contravene academic freedom, they  
1445 maintain their right to criticize and seek revision. Professors give due regard to their  
1446 paramount responsibilities within their institution in determining the amount and  
1447 character of work done outside it. When considering the interruption or termination  
1448 of their service, professors recognize the effect of their decision upon the program of  
1449 the institution and give due notice of their intentions.  
1450

1451 "As members of their community, professors have the rights and obligations of other  
1452 citizens. Professors measure the urgency of these obligations in the light of their  
1453 responsibilities to their subject, to their students, to their profession, and to their  
1454 institution. When they speak or act as private persons they avoid creating the  
1455 impression of speaking or acting for their college or university. As citizens engaged  
1456 in a profession that depends upon freedom for its health and integrity, professors  
1457 have a particular obligation to promote conditions of free inquiry and to further  
1458 public understanding of academic freedom." (B. Robert Crazier, ed., "Statement of  
1459 Professional Ethics," American Association of University Professors Policy  
1460 Documents and Reports, Seventh Edition, 1990, 75-76.)

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### 3. Faculty Freedom and Responsibility

Cognizant of the dangers to academic freedom that may arise from its misunderstanding and abuse, the University subscribes to the following statement of freedom and responsibility.

"Membership in the academic community imposes on students, faculty members, administrators, and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways which injure individuals or damage institutional facilities or disrupt the classes of one's teachers or colleagues. Speakers on campus must not only be protected from violence, but also be given an opportunity to be heard. Those who seek to call attention to grievances must not do so in ways that significantly impede the functions of the institution.

"Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relationship. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in a course. Students should not be forced by the authority inherent in the instructional role to make particular personal choices as to political action or their own part in society. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to that performance, whether personality, race, religion, degree of political activism, or personal beliefs.

"It is the mastery teachers have of their subjects and their own scholarship that entitles them to their classrooms and to freedom in the presentation of their subjects. Thus, it is improper for an instructor persistently to intrude material that has no relation to the subject, or to fail to present the subject matter of the course as announced to the students and as approved by the faculty in their collective responsibility for the curriculum.

"Because academic freedom has traditionally included the instructor's full freedom as a citizen, most faculty members face no insoluble conflicts between the claims of politics, social action, and conscience, on the one hand, and the claims and expectations of their students, colleagues, and institutions, on the other. If such conflicts become acute, and attention to obligations as a citizen and moral agent precludes an instructor from fulfilling substantial academic obligations, the instructor cannot escape the responsibility of that choice, but should either request a leave of absence or resign his or her academic position. (B. Robert Crazier, ed., "Statement of Freedom and Responsibility," American Association of University Professors Policy Documents and Reports, Seventh Edition, 1990, 77-78.)

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**B. Conflict of Interest**

The avoidance of any real or apparent conflicts of interest which could compromise the impartial, objective, and effective performance of the duties of employees of Northwest Missouri State University is essential to the maintenance of the public trust in and to the responsible operation of the University. University personnel are expected not only to adhere to all laws regarding conflict of interest, but also to be alert to and avoid situations-which have the appearance of a conflict of interest. In accordance with this expectation, University personnel must avoid improper outside influences on their institutionally related decisions and activities.

**1. Statutory Requirements**

All employees of Northwest Missouri State University shall comply with the applicable requirements of Chapter 105 R.S.MO as currently in effect or as hereafter amended, dealing with conflicts of interest, as well as any other state law governing official conduct. Failure to comply with those requirements shall be considered a violation of this policy. Terms used in this policy have a meaning consistent with their use in Chapter 105 R.S.MO.

**2. External Compensation**

University personnel shall not act or refrain from acting in any lawfully empowered capacity within the University in return for, or in return for the offer of, anything of monetary value to the employee or any third person made or received in relationship to or as a condition of the performance of an official act, other than institutionally paid compensation for performance of official duties.

**3. Confidential Information**

University personnel shall not disclose or otherwise use confidential information obtained in the course of their official capacity at Northwest in any manner with the intent of securing or actually resulting in financial gain for the employee, any other person, or any business.

**4. Personal Gain**

University personnel shall not realize any personal gain, in any form, from any purchase of goods or services by Northwest Missouri State University, from actions taken by a representative or employee of the institution, nor shall institutional personnel accept any gift, gratuity or reward with a monetary value in excess of \$25, from any person or other entity which transacts business with Northwest or which seeks to transact such business. This requirement shall not infringe on property rights relating to the development of educational or other materials which have been granted to employees by the University.

1553 a. **Business Relationships:** Institutional employees shall not transact business  
1554 or approve or participate in the approval of the transaction of business on  
1555 behalf of the University with any person or business entity with which the  
1556 institutional employee has a substantial interest or family interest or  
1557 relationship within the third degree of consanguinity or affinity, except for  
1558 transactions made pursuant to an award on a contract let or sale made after  
1559 public notice and competitive bidding, provided that the bid or offer is the  
1560 lowest received.

1561  
1562 Outside activities can generally be subsumed under one of three rubrics:  
1563 professional service, consulting, and moonlighting. Professional service  
1564 includes activities such as service on an accrediting team, work performed  
1565 under the aegis of a professional organization or service on local, state or  
1566 national committees or task forces. Such service may be remunerated or non-  
1567 remunerated. Consultation is the application of professional and scholarly  
1568 expertise in the external community for the purpose of generating income for  
1569 the consultant. Consultation is considered a business activity subject to the  
1570 provisions of this policy when the entity for which the employee consults  
1571 transacts business with the University or is in competition with the University,  
1572 or where the consultation itself competes with the work of the University.  
1573 Moonlighting is reimbursed activity unrelated to one's professional role in the  
1574 University. Such activities can be done only on one's own time.

1575  
1576 b. **Self Dealing:** University employees shall not transact business, including  
1577 performing services for and the sale, lease or rental of property with the  
1578 University for receipt or payment of any compensation, other than the  
1579 compensation provided by Northwest Missouri State University for the  
1580 performance of official duties, except for transactions made pursuant to an  
1581 award on a contract let or sale made after public notice and competitive  
1582 bidding, provided that the bid or offer is the lowest received.

1583  
1584 University employees shall not act on any matter in their capacity as  
1585 employees of the University with the intent to provide a special monetary  
1586 benefit to themselves or their family or with the intent of influencing, either  
1587 positive or negatively, the employees' non-institutional employment or  
1588 business activity or interest.

1589  
1590 c. **Personal Gain:** University personnel shall not realize any personal gain, in  
1591 any form, from any purchase of goods or services by Northwest Missouri  
1592 State University, from actions taken by a representative or employee of the  
1593 institution, nor shall institutional personnel accept any gift, gratuity or reward  
1594 with a monetary value in excess of \$25, from any person or other entity which  
1595 transacts business with Northwest or which seeks to transact such business.  
1596 This requirement shall not infringe on property rights relating to the  
1597 development of educational or other materials which have been granted to  
1598 employees by the University.

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University employees may not receive any financial benefit from the sale of textbooks or other class materials to students at Northwest. Royalties and other such compensation resulting from the authorship of or contribution to the development of educational materials are not considered direct financial benefit under this policy.

University employees shall not use their position with or the property of Northwest Missouri State University for business activity.

No employee will keep for sale or be interested in, directly or indirectly, the sale of any furniture or apparatus, books, maps, charts or stationery owned by the University. No employee will be interested in, directly or indirectly, any contract or purchase for building or repairing any structure, or for fencing or ornamenting the grounds, or furnishing any supplies or materials for the use of the University. No employee of the University, acting for self or as a representative for an external agency, will use University facilities to display or promote for sale to third parties any personal or represented material (see 174.220 R.S.MO as currently in effect or as hereafter amended).

- d. **Disclosure Requirements:** When it is proposed that the University engage in a business transaction, including any type of grant or contract, with a private firm or corporation in which a University employee has a substantial interest, that employee shall make a full disclosure of that interest, in writing, to the official having the approval authority for that transaction and to the person responsible for the University conflict of interest reporting process. If there is a change in the financial interest of an employee during the term of the transaction which brings any such interest within the definition of a substantial interest, the change shall be reported immediately, in writing, to both the responsible approval and conflict of interest authorities.

University employees participating in the selection of a prospective employee, a consultant, or a contractor to provide goods or services to the University shall disclose to the official having the approval authority and the conflict of interest authority, in writing, any close personal friendship, business association, or family relationship that the employee may have with the prospective employee, consultant, contractor or their businesses.

These requirements are in addition to, and do not relieve an employee from, the responsibility for making disclosures required by Chapter 105 of the Missouri statutes as currently in effect or as hereafter amended pertaining to conflict of interest.

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**5. Employment of Relatives**

No Regent, officer, faculty, or employee shall participate, either directly or indirectly, in a decision to appoint or hire an employee of the University, including regular and part-time appointments, who is related to such person within the fourth degree by blood or marriage. It also shall be a violation of this policy for an employee to supervise, either directly or indirectly, the work of another employee who is related within such fourth degree, unless the supervisory role is specifically approved by the President of the University. A relative within the fourth degree includes, but is not limited to spouse, child, grandchild, great-grandchild, great great-grandchild, parent, grandparent, great grandparent, great great-grandparent, brother/sister, aunt/uncle, great aunt/uncle, niece/nephew, grand niece/nephew and cousin. All relationships are included, whether full-, half-, step-, foster-, adopted, or in-law. An employee or supervisor who has a question pertaining to the relatives covered by this policy should contact their supervisor or the Office of Human Resources.

**6. Sanctions**

Reports required by the provisions of this Conflict of Interest policy must be submitted to the Director of Human Resources Management (Administration Building 107) with copies to the employee's immediate supervisor, or dean, and Provost, and cabinet-level vice president. Employees wishing to register complaints relating to conflict of interest violations or to request investigations of violations or suspected violations of this policy should contact the Director of Human Relations.

Employees in violation of this policy are subject to disciplinary action up to and including termination of employment. In addition, any employee knowingly violating the conflict of interest law shall be subject to punishment as prescribed by section 105.478, R.S.MO as currently in effect or as hereafter amended.

Pursuant to section 105.467 R.S.MO as currently in effect or as hereafter amended, the University is prohibited from discharging, threatening, or otherwise discriminating against a person, or an employee acting on behalf of a person, because that person or employee reports or is about to report a violation or suspected violation of this policy or of laws or is requested by the Missouri Ethics Commission to participate in an investigation, hearing, or inquiry held by the commission or any related court action. These protections shall not apply to anyone who knowingly or recklessly makes a false report.

**7. Appeals**

An employee who is subject to disciplinary action based on an allegation of violation of this policy shall be entitled to full due process rights provided under the grievance process described in this Handbook. Complaints alleging violations of the state's conflict of interest law (Chapter 105 as currently in effect or as hereafter

1689 amended) or this policy may be received and investigated by the Missouri Ethics  
1690 Commission.  
1691

1692 **C. Alcohol/Drug Abuse**

1693 The University abides by all applicable federal, state, and local laws relative to the  
1694 use of alcohol and controlled substances. It is the policy of the University to prohibit  
1695 the unlawful possession, purchase, manufacture, use, sale or distribution of illicit  
1696 drugs and alcohol by employees on University property or as part of any of its  
1697 activities. The University has the right to require an employee to undergo alcohol  
1698 and/or drug testing when there is a reasonable suspicion that the employee might be  
1699 under the influence of alcohol or drugs.  
1700

1701 Any employee who does not abide by this policy is subject to disciplinary action up  
1702 to and including termination, or satisfactory participation in an educational, assistance  
1703 or rehabilitation program related to alcohol or drug abuse and approved by federal,  
1704 state, local health, law enforcement, or other appropriate agency. Costs for the  
1705 rehabilitation will be the responsibility of the employee. The decision on the severity  
1706 of action will depend, in part, upon the nature of the offense, the sensitivity of the  
1707 position held, and the outcome of participation in the program described above.  
1708

1709 Employees must abide by the terms of this policy and report to the University any  
1710 conviction or guilty plea under a criminal drug statute for violations occurring on or  
1711 off University premises. A report of a conviction must be made to the Office of  
1712 Human Resources within five (5) days after the conviction or guilty plea.  
1713

1714 The University does not condone the abuse of alcohol and drugs; it does, however,  
1715 recognize that employees with alcohol or drug-related problems should be  
1716 encouraged to seek help in dealing with such problems. Employees are encouraged to  
1717 use the University's EAP program, and health insurance plans, as appropriate, when  
1718 facing alcohol or drug-related problems. A list of local and on-campus referral  
1719 sources is available in the Office of Human Resources.  
1720

1721 **D. Absences and Holidays**

1722  
1723 **1. Absences**

1724  
1725 When faculty members are to be absent from assigned instructional responsibilities  
1726 for any reason other than illness, they are required to fill out an Absence Report  
1727 form available in the department office prior to their absence. Failure to fill out the  
1728 appropriate forms may result in a reduction of pay for the unauthorized period of  
1729 absence. When faculty members are absent because of illness, they are required to  
1730 fill out an Absence Report form following their illness.  
1731

1732 When faculty members are ill or are unavoidably detained and cannot meet their  
1733 classes, notice by telephone or other means must be given as soon as possible to the  
1734 department chair or college dean in order that classes may be continued.

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## 2. Holidays

Holidays observed by the University are published yearly according to the academic calendar. Normally the following holidays are observed:

- New Year's Day
- Martin Luther King, Jr. Day
- Spring Break
- Memorial Day
- Independence Day
- Labor Day
- Walkout Day
- Thanksgiving Break
- Christmas

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## E. Leaves With Pay

(For Sabbatical, Educational, and Exchange Leaves, see section VIII C.)

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### 1. Funeral Leave

Absence with pay will be authorized for the funeral services of immediate family members. The length of time needed should be discussed with the department chair or college dean.

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### 2. Jury Duty

Faculty who are called for jury duty will be paid their regular salary during the period of service but must present certification from the Court Clerk to their department chair in order to receive this benefit.

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### 3. Military Leave

A full-time faculty member who is a member of the National Guard or of any of the Reserve Components of the Armed Forces of the United States is entitled to a leave of absence, with pay, for the period during which he/she is ordered to military duty or training. Military leave should not exceed ten working days in any one calendar year. Before any payment of salary is made for the leave, an order or statement in writing from the appropriate military officer must be filed with the University Director of Human Resources Management. This does not apply to voluntary assignments beyond the normal commitments of service. For additional military service credit, see the MOSERS Handbook available in the Human Resources Management Office.

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### 4. Personal Leave

Each full-time faculty member is entitled to a maximum of three days of personal leave with pay per contract year. There is no accumulation of personal leave and any leave taken is deducted from the current year's sick leave. Instruction must be provided for the respective faculty member's classes.

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**5. Sick Leave**

Full-time faculty members are eligible for ten working days of sick leave per contract year. Faculty members may use sick leave for:

- personal illness or injury,
- doctor’s appointments (though advance notice of non-emergency appointments is required with the use of an absence report), and
- to care for family members who are ill or must be accompanied to a doctor or dentist appointment.

Full-time faculty who miss teaching assignments, office hours or other assignments due to illness will report and be assessed sick leave for each day missed, even in those instances when their teaching responsibilities are absorbed by colleagues. The University may request a doctor's confirmation of any absence due to illness. Information for proper reporting of sick leave may be obtained from the Human Resources Management Office.

Unused sick leave may accumulate to 126 days but is uncapped for reporting to MOSERS, the state retirement system, and will be reported to MOSERS at the time of the faculty member’s retirement. A faculty member receives one month of creditable service for each 21 days of unused sick leave reported to MOSERS. At the time the faculty member retires, the unused sick leave is converted to creditable service and is added to the total service, which is used only in calculating the amount of the benefit, not the eligibility for a benefit. Unused sick leave is not convertible to compensation.

**F. Leave Without Pay**

**1. Leave of Absence not previously addressed**

Full-time faculty members who have been at the University for a minimum of three years may request a leave of absence without pay. The Board of Regents and the University administration reserve the right to refuse to grant a leave request in any case where it would seriously affect the program of the University. Such absences must be approved in advance by the Provost.

A leave of absence may be for a specified period of time, at the discretion of the University. Failure to return to work on the first scheduled working day following a specified period of leave of absence may result in termination of employment as of the last day actually worked. Returning to work from an indefinite leave of absence requires the prior approval of the University.

During the period of absence, the University will pay insurance costs as though the employee was actively working. If the employee is carrying extended coverage or

1822 family benefits, arrangements must be made with the Director of Human Resources  
1823 Management to pay these costs directly to the University. An employee who does  
1824 not return from a leave of absence agrees to repay the University for the cost of  
1825 benefits during the leave as specified in the contract providing for leaves of absence.  
1826 Sick leave benefits will not accrue during unpaid leaves.  
1827

1828 **G. Additional Leaves**

1829  
1830 Additional leaves (with or without pay) may be negotiated among the faculty member  
1831 and the chair, the dean, and the Provost.  
1832

1833 **K. Compensation Policies**

1834  
1835 **1. Payroll Period**

1836  
1837 All persons are employed for the academic year unless the contract specifies  
1838 otherwise. Faculty members may elect to receive their salary for the academic year  
1839 in either nine or twelve monthly checks. Checks are issued on the last state working  
1840 day of each month.  
1841

1842 **2. Payroll Deductions**

1843  
1844 Deductions are made on all salary checks for federal and state income tax and social  
1845 security tax. In addition, faculty may elect to have deductions made for family  
1846 health and life insurance, additional life insurance, Northwest Missouri Regional  
1847 Credit Union, tax sheltered annuities, Northwest Foundation, United Way, Missouri  
1848 State Employees Cafeteria Plan, and U.S. Savings Bonds. Arrangements for the  
1849 additional deductions must be made through the Payroll Office.  
1850

1851 **3. Salary Advances**

1852  
1853 See Travel/Payroll Advances in Chapter 4.  
1854

1855 **4. Salary Program**

1856  
1857 Northwest Missouri State University seeks to build and maintain a high quality  
1858 faculty. As such, Northwest salaries will be compared with Masters Level I national  
1859 data to assure our salaries are competitive, but are nonetheless subject to  
1860 determination by the Board of Regents. Educational background, experience, years  
1861 of service, rank, and discipline may be considered in establishing individual salaries  
1862 each year.  
1863

1864 The Provost, after consultation with the deans and Faculty Senate, shall make  
1865 recommendations to the President regarding an annual system for awarding salary  
1866 increases. Salaries are subject to the performance of the duties and/or functions for  
1867 the position as defined in Chapter 2 of the Faculty Handbook and/or to the

1868 performance of such other duties as may be assigned. In the event funds do not  
1869 materialize to meet the payments, the Board of Regents reserves the right to make  
1870 such adjustments as may become necessary. Merit increments will be based on  
1871 performance evaluations. The Board of Regents must approve all merit plans and  
1872 salaries.  
1873

1874 **5. Overload Pay**

1875  
1876 Whenever an overload is justified, overload salaries are paid on a course credit basis.  
1877

1878 **6. Third Trimester Employment**

1879  
1880 Third trimester employment is contingent upon institutional needs and available  
1881 funds. A separate contract is issued for such employment. Each contract is  
1882 contingent on adequate course enrollment as determined by the Provost. Third  
1883 trimester salaries are calculated at .025 of a faculty member's annual salary per  
1884 scheduled credit hour or \$800 per credit hour, if greater.  
1885

1886 **H. Intellectual Property Rights**

1887  
1888 **1. Work Undertaken on the Initiative of the Faculty Member**

1889  
1890 Except as set forth below, when, on his/her own initiative, the faculty member  
1891 produces any Copyright Work (defined as material for which copyright protection  
1892 may be obtained, including but not limited to: literary works, computer programs,  
1893 artistic works, recordings, photographs, slides, motion pictures and audio visual  
1894 works, including derivative works) or an Invention (defined as any new or useful art,  
1895 discovery, contribution, finding, and all related know-how) such materials and the  
1896 intellectual property rights therein shall remain the exclusive property of the faculty  
1897 member. To the extent that any of the Copyright Works undertaken on the initiative  
1898 of the faculty member would otherwise be considered a work for hire, the University  
1899 hereby assigns such copyright to the faculty member. If in the production of such  
1900 Copyright Work or Invention (excluding scholarly articles and monographs,  
1901 including textbooks) the faculty member uses University resources, the faculty  
1902 member shall reimburse the University in all cases involving significant use of  
1903 University resources.  
1904

1905 If the faculty member receives University support (for example, CITE, fellowships,  
1906 Culture of Quality grants, reassigned time) then the Copyright Works or Inventions  
1907 developed on the faculty member's initiative shall be jointly owned by the faculty  
1908 member and the University. To the extent assignments are necessary to create,  
1909 register or record such joint ownership, each party hereby agrees to execute such  
1910 assignment documents. In the absence of such executed assignments, this agreement  
1911 shall serve as the assignment(s). As joint owners of such Copyright Works or  
1912 Inventions, each party is entitled to use and exploit the Copyright Work or  
1913 Invention. Royalties from commercial sale, use or other exploitation of the

1914 Copyright Work or Invention shall be split fifty percent (50%) to the University and  
1915 fifty percent (50%) to the faculty member(s) involved.

1916  
1917 **2. Work Undertaken by the Faculty Member Under Direction of the University**

1918  
1919 When, upon the direction of the University, the faculty member produces any  
1920 Copyright Work (defined as material for which copyright protection may be  
1921 obtained, including but not limited to: literary works, computer programs, artistic  
1922 works, recordings, photographs, slides, motion pictures and audio visual works,  
1923 including derivative works) or an Invention (defined as any new or useful art,  
1924 discovery, contribution, finding, and all related know-how) such materials and the  
1925 intellectual property rights therein shall be jointly owned by the faculty member and  
1926 the University. To the extent assignments are necessary to create, register or record  
1927 such joint ownership, each party hereby agrees to execute such assignment  
1928 documents. In the absence of such executed assignments, this agreement shall serve  
1929 as the assignment(s). As joint owners of such Copyright Works or Inventions, each  
1930 party is entitled to use and exploit the Copyright Work or Invention. Royalties from  
1931 commercial sale, use or other exploitation of the Copyright Work or Invention shall  
1932 be split fifty percent (50%) to the University and fifty percent (50%) to the faculty  
1933 member(s) involved.

1934  
1935 **3. Respect for Copyright of Others**

1936  
1937 Respect for intellectual property right, labor and creativity is vital to academic  
1938 discourse and enterprise. This principle applies to works of all authors and  
1939 publishers in all media. It encompasses respect for the right to acknowledgment,  
1940 right to privacy, and right to determine the form, manner, and terms of publication  
1941 and distribution.

1942  
1943 Because electronic information is volatile and easily reproduced, respect for the  
1944 work and personal expression of others is especially critical in computer  
1945 environments. Violations of authorial integrity, including plagiarism, invasion of  
1946 privacy, unauthorized access, and trade secret and copyright violations, will be  
1947 grounds for sanctions against members of the academic community. The Owens  
1948 Library web site maintains a page  
1949 (<http://www.nwmissouri.edu/library/courses/copyright/resources.html>) that supplies  
1950 annotated hyperlinks to Web sites regarding copyrighted materials and educational  
1951 fair use issues, as well as a selected listing of current copyright materials located in  
1952 Owens Library at Northwest Missouri State University. Faculty are responsible for  
1953 carefully consulting these materials.

1954  
1955 **J. Electronic Campus**

1956  
1957 The University reserves the right to discontinue/deny service without notice to any user  
1958 who reads or attempts to read, change, copy or access data stored in any individual's

1959 private account or University account that they do not have specific authorization to  
1960 access.

1961  
1962 Northwest licenses the use of its computer software from a variety of outside companies.  
1963 Northwest does not own this software or its related documentation and, unless  
1964 authorized by the software developer, does not have the right to reproduce it. With  
1965 regard to use on local area networks or on multiple machines, Northwest employees will  
1966 use the software only in accordance with the license agreement. Employees caught  
1967 making, acquiring or using unauthorized copies of computer software will be  
1968 disciplined. According to the U.S. Copyright Law, illegal reproduction of software can  
1969 be subject to civil damages of \$50,000 or more and criminal penalties including fines  
1970 and imprisonment.

1971  
1972 Northwest employees learning of any misuse of software or related documentation  
1973 within the University should notify the Vice President for Information Systems.

#### 1974 1975 **K. Research with Human Subjects**

1976  
1977 Northwest Missouri State University subscribes to the policy that all research protocols  
1978 involving human subjects which is conducted by University faculty, students and staff  
1979 must be reviewed and approved by the Institutional Review Board, regardless of the  
1980 source of funds.

1981  
1982 The basis of this policy is the National Research Act (PL 93-348) and subsequent  
1983 legislative refinements published in the Federal Register (January 26, 1981, Vol. 46, No.  
1984 16; and January 27, 1981, Vol. 46, No. 17), The Belmont Report and The Code of  
1985 Federal Regulations, 45 CFR 46, Protection of Human Subjects.

1986  
1987 Application for approval of studies involving human subjects can be obtained from the  
1988 Institutional Review Board Human Subjects Committee. Failure to comply with the  
1989 University's policy related to research with human subjects could result in interruption or  
1990 termination of that research.

#### 1991 1992 **L. Grant Proposal Submission to External Agency**

1993  
1994 All proposals for grants, contracts and related proposals for funds that involve any  
1995 aspects of the University must be signed by the principal investigator(s) and approved  
1996 by the department chair, college dean, Provost, and Vice President for Finance and  
1997 Support Services. The Vice President for Finance and Support Services is the  
1998 authorizing official for the University, signing all grant applications, amendments, and  
1999 certification documents sent to off-campus agencies. The Finance Office serves as the  
2000 central location through which all grants written on behalf of the University are  
2001 channeled.

2002  
2003 Persons developing proposals should, when appropriate, contact the Grants Analyst for  
2004 assistance in the preparation of the proposal. Likewise, when appropriate, persons

2005 developing proposals should contact the Vice President for Finance and Support  
2006 Services for assistance. In those instances where a legal opinion may be necessary, it is  
2007 important that the Vice President for Finance and Support Services have adequate time  
2008 to consult with the University's legal counsel. Under no circumstances should any  
2009 person send to any agency or person a grant application, proposal, contract or related  
2010 document that indicates affiliation with Northwest Missouri State University unless the  
2011 approval form for this policy has been completed. In addition, under no circumstances  
2012 should a grant application be submitted by the principal investigator(s) prior to all other  
2013 research personnel identified in the grant giving formal consent to be named.  
2014

## 2015 **M. Faculty Advisory Committee on Rank**

2016  
2017 This committee is charged with the responsibility of making advisory recommendations  
2018 to the Provost on all applications for promotion. These recommendations are advisory  
2019 only and are not binding on the Provost, the President or the Board of Regents.  
2020

### 2021 **1. Eligibility and Structure**

2022  
2023 The term of service on the committee is two years. The College of Arts and  
2024 Sciences will be entitled to four members on the Faculty Advisory Committee on  
2025 Rank and the Colleges of Professional and Applied Studies, and Education and  
2026 Human Services will be entitled to two members each on this committee. Elections  
2027 are staggered so that the College of Arts and Science will elect two members each  
2028 year, the Booth College of Business and Professional Studies and the College of  
2029 Education and Human Services will elect one member each year. No department  
2030 will have more than one representative. The Provost will serve as an ex-officio  
2031 member and as chair. Tenured professors who are not department chairs or college  
2032 deans and who have been members of the Northwest faculty for a minimum of four  
2033 years are eligible to serve. Members may not succeed themselves but may serve  
2034 again after two years absence from the Committee.  
2035

### 2036 **2. Election Procedures**

2037  
2038 As the two-year terms of present members expire, each department within the voting  
2039 units with eligible faculty members will nominate one eligible professor with tenure  
2040 on or before April 1 of each year. The results shall be forwarded to the Faculty  
2041 Senate President.  
2042

2043 The Faculty Senate, acting through the Senators, will conduct elections by mid April  
2044 of the persons to succeed faculty whose terms have expired on the Committee. The  
2045 President of the Faculty Senate will forward the results of the elections to the  
2046 Provost on or before the last class day of the spring term.  
2047

2048 In the event of a tie, a run-off election will be conducted. In the event of a  
2049 committee vacancy, the faculty member receiving the next highest number of votes

2050 in the college with the vacancy will be selected to serve out the remainder of the  
2051 year. After which time, the Faculty Senate vacancy will be filled by a new election.

2052  
2053 In the event a committee member does not complete his or her term, the faculty  
2054 senate will arrange for a special election to fill the unexpired term. The same  
2055 election procedures will be followed.

### 2056 2057 **3. Guidelines**

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2059 The following principles are to guide the deliberations of the Faculty Advisory  
2060 Committee on Rank and must be set forth in its initial meeting:

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2062 **a.** All deliberations of the Committee shall be confidential including the names of  
2063 those who are applying for promotion. Only the number of candidates applying  
2064 for each rank is to be made public knowledge.
- 2065  
2066 **b.** The only criteria relevant to the discussion of suitability for promotion are those  
2067 stated in Chapter 2 of the Faculty Handbook.
- 2068  
2069 **c.** To aid in the evaluation of each candidate, the Committee may use a checklist  
2070 that defines the necessary qualifications for promotion to each rank.
- 2071  
2072 **d.** The Committee will be allowed to review the applications for promotion, but  
2073 those files along with the files of the Committee members must remain in the  
2074 Provost's office.
- 2075  
2076 **e.** The Committee will discuss each applicant's suitability for promotion using only  
2077 those criteria set forth in Chapter 2 of the Faculty Handbook.
- 2078  
2079 **f.** The overall suitability for promotion will be expressed by secret ballot for each  
2080 candidate. A count of ballots will be made immediately after each vote and  
2081 shared with the Committee. A simple majority vote is required to indicate  
2082 approval by the Committee. The Provost will retain the ballots. In the case of a  
2083 tie vote, the applicant will not be recommended for promotion. All votes on  
2084 candidates considered by the Committee will be recorded Yea/Nay and  
2085 forwarded along with recommendations to the Provost, President and Board of  
2086 Regents.

### 2087 2088 **N. Faculty Hearing Committee Procedures**

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2090 The purpose of the Faculty Hearing Committee is to ensure the consistent, fair, and valid  
2091 application of the rules and regulations related to promotion, tenure, termination,  
2092 suspension for any conflicts of interest during the contract period.

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**1. Definitions**

During Faculty Hearing Committee procedures:

- a. Academic employee means any member of the University's faculty, ranked or unranked, or any administrative officer holding faculty status.
- b. Action means any binding decision relating to the promotion, tenure, termination or suspension during the contract period of the complainant.
- c. The contract period means the agreed upon time frame which defines the beginning and ending of the period of employment.
- d. Committee means the Faculty Hearing Committee.
- e. Complaint means an allegation that a person's employment rights and/or eligibility have been adversely affected procedurally due to a violation, misapplication or misinterpretation of the University's rules related to promotion, tenure, and termination or suspension during the contract period.
- f. Complainant means any person initiating a complaint under this process.
- g. Legal counsel means a person who is licensed to practice law in the State of Missouri.
- h. Day means a day during which the University is in teaching session, as defined by the academic calendar.
- i. Review means to re-examine with a capacity to transmit a finding of fact, conclusion and/or recommendation to the Board of Regents. The Board of Regents has final right of review in all personnel actions.
- j. Rule means any policy contained in Chapter 2 of the Faculty Handbook related to promotion, tenure, termination or suspension during the contract period.
- k. University means Northwest Missouri State University in all of its subdivisions and extensions.
- l. Party means the complainant, the Provost, and/or the administrator who is the focus of the complaint.

**2. Limitations**

- a. The availability and/or utilization of the appeals procedure shall not be construed as abridging the rights of an academic employee to exercise constitutional or statutory rights.

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- b. In no way shall an employee's status with the University be adversely affected because he/she utilizes these procedures.
  - c. All proceedings provided for in this section should be maintained as confidential subject only to the need of the complainant and the University to comply with the processes specified herein and to present evidence in other hearings or proceedings. All proceedings shall be conducted in private and all records will be open only to the parties except as otherwise required herein or by 610.021 (3) R.S.MO as currently in effect or hereafter amended.
  - d. Any formality of procedure, including specification of times of performance, may be revised and/or waived by mutual consent of the parties, subject to the approval of the Faculty Hearing Committee.
  - e. Nothing contained herein shall preclude the informal disposition of complaints by stipulation or by agreed settlement where such resolution is consistent with University rules.
  - f. A complaint must be filed in writing to the Provost no later than ten days after the complainant knew or should have known of the circumstances giving rise to the complaint, except that a failure to timely file may be waived by the President in cases of excusable neglect.

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**O. Appeal Procedures**

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The purpose of these appeal procedures is to minimize misunderstandings within the University community and to promote the consistent, fair and valid application of the rules and regulations relating to the promotion, tenure, termination or suspension during the contract period for faculty. Issues related to the non-renewal of faculty contracts are not subject to these appeal procedures. All complaints except for termination or suspension during the contract period must go through an informal process prior to the complainant requesting a hearing by the Faculty Hearing Committee.

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**1. Pre-Hearing Procedures**

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- a. The pre-hearing process is not applicable in matters concerning termination or suspension during the contract period.
  - b. The first step in the resolution of a complaint shall be a personal conference with the administrator taking the action that is the object of the complaint.
  - c. Should the complainant remain dissatisfied after this conference, a written statement of dissatisfaction may be filed within ten days with the same administrator, who shall respond in writing within ten days after receiving the written complaint.

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- d. Should the complainant be dissatisfied with the administrator's written response, the complainant may within ten days after receiving the response file a copy of the administrator's response and a copy of the written statement of complaint with the Provost, who shall respond in writing within ten days.
- e. In those instances where the complainant alleges that the rules and regulations related to promotion and tenure contained in Chapter 2 of the Faculty Handbook were applied in an inconsistent, unfair or invalid manner and complainant remains dissatisfied after receiving the Provost's response, the complainant may request a formal hearing by the Faculty Hearing Committee. Such requests must be made within ten days of the decision. Complaints regarding termination or suspension during the contract period must begin with the formal process.

**3. Formal Proceedings**

- a. Formal proceedings begin with the filing of a written formal complaint with the University's EEO Officer in which the complainant specifies his/her reasons for dissatisfaction with any binding decision relating to the promotion, tenure, termination or suspension during the contract period of the complainant.
- b. Within ten days a new Faculty Hearing Committee (hereinafter referred to as "Committee") of five members will be established for reviewing each complaint that is filed.
- c. In accord with the University calendar established by the Provost, the Faculty Senate and the President shall each provide the EEO Officer with seven names of tenured faculty members to serve as potential members of the Committee for one year. When a complaint is filed, a Committee of five will be established by the EEO Officer through a procedure which allows the complainant and the administrator who is the focus of the complaint to alternately strike names from the list of potential hearing committee members until the list is reduced to five names. The complainant will strike the first name. Any member with a conflict of interest shall disqualify himself/herself. If it is alleged that a member selected to hear a particular grievance has a conflict of interest, the Board of Regents Personnel/External subcommittee will decide whether the individual should serve.
- d. The EEO Officer will notify the committee and transmit to them copies of all correspondence between the complainant and the complainant's supervisors.
- e. The members of the Committee will elect a chair. The EEO Officer will serve as the secretary of each Committee but will not vote.
- f. The Committee shall first seek a resolution of the matter by conciliation and/or such other means, as it may deem appropriate.

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- g.** The Committee by majority vote may rule that the complaint is frivolous and may dismiss further proceedings unless the EEO Officer determines it to be a contested case.
- h.** In a formal hearing, the parties directly affected may be represented by counsel, at their expense.
- i.** All testimonial evidence (written or oral) submitted to the Committee, shall be sworn or affirmed. Each party shall have the right to call or examine witnesses, to introduce exhibits, to cross-examine opposing witnesses on any matter relevant to the issues even though that matter was not the subject of the direct examination, to impeach any witness regardless of which party first called the witness to testify and to rebut the evidence against the witness. A complainant who does not testify on his/her own behalf may be called and examined as if under cross-examination.
- j.** Unless the Committee rules it wholly irrelevant, repetitious, or privileged, evidence to which an objection is made shall be heard and preserved in the record, together with any cross-examination and any rebuttal.
- k.** All parties have the right to obtain witnesses and present evidence. The University shall cooperate with the complainant in securing witnesses and in making available specifically identified and relevant documentary and other evidence requested by the complainant or the Committee to the extent not limited by law.
- l.** Employees of the University may be requested to give testimony under oath or affirmation. Any such witness shall be entitled to representation at the hearing, including legal counsel at his/her expense, or by a person of his/her own choosing.
- m.** The Committee shall be responsible for making a verbatim transcript, electronically or otherwise, of the hearing.
- n.** The Committee's powers shall be limited in the following respects:

  - 1) It shall have no power to alter or amend the provisions of the Faculty Handbook.
  - 2) It shall have no power to create policy for the University or the faculty, but will confine the deliberations and findings to the procedural issue(s) presented.
- o.** The report of the Committee shall be rendered in writing and delivered to the parties within ten days of the close of hearings. The report shall state the

2279 findings of fact, conclusions, and a recommended disposition. A copy will also  
2280 be given to the Board of Regents.

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2282 **p.** A party may appeal the findings, conclusions, and recommendations of the  
2283 Committee to the Board of Regents within five days of the Committee's delivery  
2284 of its report. The Board of Regents will review the record of the Committee and  
2285 may provide the party an opportunity to be heard by the Board of Regents in  
2286 writing, by oral argument or both. The Board of Regents may, upon reviewing  
2287 the record of the Committee and any additional information submitted by the  
2288 parties, affirm, modify or reverse the decision of the administrator(s) being  
2289 challenged. The decision of the Board of Regents shall be final.

**CHAPTER 3**  
**ADMINISTRATIVE AND FINANCIAL POLICIES**  
**OF INTEREST TO THE FACULTY**

**I. Bulletin Boards**

*Posters should be placed only on bulletin boards. Departmental, organizational, Student Senate and personal notice bulletin boards should prominently display the name of the department, organization or the designated purpose of the board.*

Approval for posting notices should be obtained from the appropriate department or organization and notices should be removed promptly after completion of the event advertised.

For further information, contact the approving department or organization. The Student Senate has responsibility for student activity notices and Student Activity bulletin boards. Each activity notice must receive an approval stamp before posting. Notices may be approved and stamped in the Student Senate Office during office hours.

**II. Calendars**

*The academic calendar indicates the opening and closing of each trimester and any recesses which are included within the trimester. The academic calendar is announced approximately one year in advance. The calendar is available in the administrative offices and is published in several bulletins and in the Undergraduate and Graduate Catalogs of the University.*

The calendar of student activities and other events is kept by the J.W. Jones Student Union Manager. It should be consulted before planning dates to avoid conflicts. The calendar of student activities and other events will be published periodically.

**III. Check Cashing**

University employees may cash personal checks in amounts up to \$100. Two party checks are not accepted without approval of the Treasurer or the Bursar, assistant to the Treasurer. For further information, contact the Office of the Treasurer.

**IV. Exit Interview and Property Clearance**

When employment with the University is discontinued, for any reason, the employee is responsible for returning all University property in his/her possession. Employees who are leaving the University shall cooperate with their supervisor to complete an Exit Procedures Checklist, which shall be submitted to the Office of Human Resources. A forwarding address must be included on the Exit Procedures Checklist. Employees are encouraged to participate in an exit interview with the Office of Human Resources.

## **V. Computer Access**

A computer terminal, on line to a centrally located timesharing computer, is provided in each full-time faculty member's office to facilitate academic and advisory tasks. Centralized printing equipment is located in each major classroom building.

An account will automatically be generated for each qualifying faculty member and made available in the Data Processing Center. Guidelines on computing subjects ranging from proper use through computer ethics to file security are included in the Academic User's Guide. The guide, which also contains a description of the statistical consulting services and statistical packages available, may be purchased at the Bearcat Bookstore.

Client Computing in B.D. Owens Library is open during scheduled library hours. For further information or for assistance with word processing, spreadsheets, microcomputers, mechanical or technical problems, contact Client Computing. Printing may also be done in Client Computing.

## **VI. Copy Services**

Campus photocopy services are provided across the campus and are coordinated by the Coordinator of Copy Services. These include centralized service on the first floor of the Thompson-Ringold Building and satellite photocopy service located in academic buildings throughout the campus. Accounts for photocopying materials at the library may be generated for faculty members by the Department Chair.

## **VII. University Closings**

The President or his/her designated representative will make the decision and announcement of any University closings or cancellations. The areas classified as critical to the day-to-day operation of the University which must remain open are the following: Environmental Services, and University Police. Should a snow day or other circumstance causing a closing occur, employees in areas listed above are asked to report to work at their normal time or call their supervisor as soon as reasonably practical before that time, if they will be unable to report to work. In making arrangements to cover emergencies and absences, employees in these areas may also be requested to report early. Employees should sign up for Bearcat Alert to receive a prompt notification of a University closing.

## **VIII. Bomb Threats**

Phase 1. Upon the receipt of a bomb threat, Campus Safety will be notified and will proceed to the building involved in the threat. At such building, the Campus Safety officers will pull the alarms and evacuate the building for a period of 30 minutes in excess of the time of the alleged explosion. During that time, Campus Safety will search the building and attempt to locate any potential bombs or other devices. If no bombs are

found and nothing occurs within 30 minutes after the stated time, Campus Safety will allow the building to be reoccupied.

Phase 2. The Vice President for Student Affairs may make a determination to enact Phase 2 of the University's response if it appears that there is a pattern to the threats or that the threats are a hoax. During Phase 2, Campus Safety, upon receipt of a bomb threat, will notify the individuals in the threatened building and will search the same but will not evacuate the building unless their search or other evidence suggests that an evacuation is necessary.

#### **IX. National Emergencies**

The President or his/her designated representative will communicate any actions to be taken as a result of a national emergency. Any cancellations will be announced at that time.

#### **X. Keys, Equipment and Other University Property**

All keys, equipment, manuals, books, and subscriptions issued to University employees become the responsibility of the employee. Keys are not to be loaned or otherwise distributed to other personnel, faculty or students. All items issued to University employees (including pagers, cell phones, radios, etc.) may be recalled by the University at any time and must be surrendered upon cessation of employment.

#### **XI. Mail**

The University Mail Center, located in Thompson Ringold, provides most postal services to students, faculty and staff. No personal mail may be sent at University expense.

Incoming mail will be forwarded to each department. Department Chairs may request individual mailboxes in the University Mail Center. A limited number of University mailboxes in the University Mail Center may be assigned to faculty members for special purposes for a limited period of time, i.e., during the time the faculty member is conducting research with mail-in responses.

*Outgoing mail should be deposited in the Mail Center not later than 3:30 p.m., Monday through Friday in order to go out on the same day.*

Mail to be delivered on-campus should be put in yellow campus mail envelopes. These yellow campus envelopes and intra-campus mailers are available through the Central Stores Catalog. All mail sent on campus must have the sender's return address. Mass mailings should include the sender's full return address to facilitate the return of materials that could not be delivered. For further guidelines, contact the Mail Center staff or check the Mail Center Handbook which should be available in each department's main office.

General announcements designed to be placed in all faculty mailboxes must be cleared through the Provost. This is not designed to limit free speech on University issues.

## **XII. Money Collected by Departments**

Any departmental office planning to collect money for any purpose should contact the Office of the Treasurer during the planning stage. This includes departments planning classes with nonstandard fee structures, camps, money making projects, reimbursements for travel or photocopying, etc.

## **XIII. Office Hours**

Administrative offices will be open from 8 a.m. to 5 p.m., weekdays. Student Services office hours will be posted.

## **XIV. Parking and Vehicle/Bike Registration**

To park on campus, employees must register their vehicle and purchase a parking permit. All registered vehicles must display the appropriate sticker. It is requested that any change of car model or license number be reported. These transactions are done at the Student Services Center in the Administration Building.

Bicycle theft can be a problem for students, faculty, and staff on college campuses. All bicycles on University campus are required to be registered. Bicycle registration is free for all students, faculty, staff, and campus guests. Please visit the University Police Department in order to have your bicycle registered for free.

## **XV. Personnel Records**

Records for each faculty member are maintained in the following administrative offices:

- Office of Human Resources Management:
  - Original copy of contracts
  - Inactive file (separated or retired faculty members)
  - Personnel Action Forms
  - Change of status (resigned, retired, etc.)
  - Fringe benefit information
  - Salary records
  
- Office of the Provost:
  - Faculty transcripts
  - Copies of letters of reference
  - Credentials pertaining to employment
  - Copies of employment contracts
  - Annual evaluations
  - All correspondence with the Provost

- Office of the President:
  - All correspondence with the President

Personnel files, which are generally closed under Missouri law, are nonetheless available to the members of the Board of Regents, the Administration and its agents. and as otherwise stated by R.S.MO 1990, 610.021 (3): "Any vote on a final decision, when taken by a public governmental body, to hire, fire, promote or discipline an employee of a public governmental body must be made available to the public within 72 hours of the close of the meeting where such action occurs; provided, however, that any employee so affected shall be entitled to prompt notice before such decision is made available to the public." (R.S.MO 1990, 610.021 (3).)

Department Chairs may examine the personnel files of the faculty members of their department only; Deans of their colleges only. Faculty members may review their personnel file, on request and in the presence of a designated University official, copies of vitae and official transcripts of academic work, placement papers if not confidential (such as letters of recommendation), correspondence with University officials, salary information, and performance evaluations and appraisals that have previously been discussed with the faculty members.

A faculty member may submit and have inserted in their personnel file a statement which clarifies any material in the file which is believed inaccurate. The clarification shall be maintained so long as the disputed material is maintained.

It is the responsibility of faculty who complete a degree while employed at Northwest to have an official transcript, which includes the date on which the degree was conferred, sent to the Office of the Provost. It is also required that faculty members notify the Office of Human Resources Management of any address changes or any other changes related to personnel records so that such information may be kept current. Employees will be asked to provide written authorization to release copies of documents from their personnel file to a third party.

## **XVI. Petty Cash**

A University employee may receive immediate cash reimbursement for approved purchases under \$50 made for University use from personal funds. The University will not reimburse the employee for sales tax. Exemption certificates are available in the Controller's Office. A properly prepared petty cash voucher must be presented at the Cashiering Office. A voucher must show the account to be charged and must be signed by the account custodian, be accompanied by a valid receipt and not be for food, lodging, gas or other travel related expenses.

*For further information contact the Office of the Treasurer.*

## **XVII. Property/Liability Insurance**

### **A. Liability**

University employees are provided some liability protection through the State Legal Expense Fund (105.711 through 105.726 R.S.MO). This protection is provided for employee conduct arising out of and performed in connection with his/her official duties on behalf of the state and protection is only provided as set forth in and to the extent of the State Legal Expense Fund statutes. Specific questions regarding this coverage should be directed to the State Legal Expense Fund personnel.

### **B. Car Rental**

While on University business, if a University employee uses the American Express Corporate Card provided through Northwest to pay for car rental, the car rental loss and damage insurance is not provided. The employee should accept the collision damage waiver offered by the rental agency.

If the employee pays by other means, the University highly recommends that the employee purchase the collision damage waiver at the time of rental.

American Express Corporate Card is available to all full-time faculty and staff at no annual fee. The card application form may be obtained from the Office of the Vice President for Finance.

## **XVIII. Purchase Orders/Requisitions**

All University purchases must be authorized by the appropriate account custodian and the appropriate requisition process followed. Specific guidelines and forms to be used in the purchasing process are available from the Director of Purchasing.

## **XIX. Retreat Rights for Administrators**

Administrators who were granted tenure at the time of employment or who earned tenure as faculty members at Northwest retain tenure as a faculty member within the discipline where tenure was granted initially.

A tenure track contract may be awarded to administrators who choose to return to full-time teaching responsibilities when they were not granted tenure at the time of employment or did not earn tenure as a faculty member at Northwest. They will then be subject to all policies and regulations governing the granting of tenure to tenure track faculty at Northwest.

Administrators may be employed with rank, and a contractual provision for retreat rights for early tenure review in accordance with University policies and criteria on tenure, upon the recommendation of the President and approval by the Board of Regents.

However, before such appointment shall be made, the department and college shall be consulted as to the appropriateness of such a faculty appointment. Tenure shall not be granted prior to the completion of three years of service to the University as a full-time faculty member.

Administrators returning to faculty status who are awarded a tenure track contract with faculty rank and who have been employed under a faculty and administrative contract will be granted a salary equivalent to the faculty component of that faculty and administrative contract. Administrators who have been employed under an administrative only contract shall be awarded a tenure track contract salary that considers years of service in higher education in both administrative and faculty positions and the individual's historical record of scholarly/creative accomplishments. Where possible, issues related to service should be resolved when the administrator is initially contracted with the University.

## **XX. Sales Tax**

Most purchases made for University use are exempt from the payment of sales tax.

Any department or organization selling tangible personal property must collect sales tax. The sales tax must be separately stated or it must be indicated that it is included in the price to the customer. If it is not, the University is subject to sending in sales tax on the total price collected. This sales tax policy includes, but is not limited to, admissions to athletic and cultural events, meals, lab manuals and materials, athletic programs, T-shirts, candy, room rental, yearbooks and uniforms.

*For further information, contact the Office of the Treasurer.*

## **XXI. Telephone Procedures**

The University long distance service may not be used for personal calls at University expense, nor should any personal calls be charged to the University.

## **XXII. Travel/Payroll Advances**

Travel for which reimbursement is to be claimed must be approved by the Department Chair and Dean in writing before the expense is incurred. An Absence Report should be used for advanced approval. Copies may be secured from the Department Chair's office. The expense account which will be charged for approved travel must be filed with the immediate supervisor on the forms provided by the Business Office. Reimbursement will not be given for expenses incurred if approval has not been secured and/or the appropriate account which is to be bill has not been noted. The form for reporting expenses, receipt books and tax exemption certificates are available in the Business Office.

The statement of expenses must show the total expense incurred. The rules and regulations of the most current publication of the State of Missouri Office of Administration, must be followed completely in compiling these statements. (These rules and regulations may be obtained from the Controller's Office.) Mileage claimed by the employee driving a personal car on state business must on each date show the location or starting and ending of the trip and miles claimed. Receipts for transportation and lodging must accompany the statement. These must be on the regular invoice form of the transportation company or hotel. In no case may such expenditures be for more persons than the person making the claim, unless fully explained and justified under the law.

*Every full-time faculty member, other than one on a term appointment, may receive support for conference and convention travel. Other funds may be available through the Dean of each College. The decision relative to the expenditure of the allocation rests with each faculty member. The decision relative to approval of an absence request is unrelated to the travel expenditure reimbursement. In the event that faculty members elect not to use the travel allotment, they may recommend to the Department Chair that the allocation be added to the allocation of a colleague.*

An advance may be made to a University employee for reimbursable travel expenses of \$50 or more. An employee hired between the first and fifteenth of the month or an employee who resigns, with proper notice, whose state payroll check needs to be reissued may request a payroll advance. Employees cannot authorize advances for themselves.

A standard (revolving) advance will be authorized to individuals who consistently travel. A request is made through the employee's immediate supervisor for the amount required and the time period involved not to extend beyond June 30 of the current fiscal year.

Routine travel advances will be issued upon the approval of the appropriate supervisor. Monthly Expense Account (MEA) forms must be received by accounting one month from the date of the advance.

The Director of Human Resources Management approves and monitors payroll advances which must be repaid upon issuance of the payroll check.

For further information, contact the Office of the Treasurer.

### **XXIII. University Transportation**

#### **A. Sedan, Van, Suburban**

A University owned vehicle may be used only while traveling on University business (personal use is strictly prohibited). Such a vehicle must be reserved in advance using the Transportation Inter-Departmental Voucher available through Environmental Services. Billing for use of the vehicle will be at the current rate per mile. Specific policy and procedure for using a University vehicle may be obtained from the Environmental Services Office.

## **B. Buses**

Buses are available for special transportation when not in use for regularly scheduled activities. Arrangements should be made with the Environmental Services Office as far in advance as possible. The faculty sponsor of each trip will be responsible for the group using the bus. Forms for scheduling the bus may be secured in the Environmental Services Office.

## **XXIV. Use of Rooms**

Request for the use of rooms in University buildings at other than the regularly scheduled academic hours will be filed with the J.W. Jones Student Union Manager. Custodians will unlock a room for approved uses and will lock the building at the time indicated.

No announcement will be made for any event until the request for a particular time and place has been approved. Fees for the use of rooms will be required for non-University groups.

## **XXV. Environmental Services**

Information concerning the physical environment of the campus should be directed to the Director of Environmental Services.

**CHAPTER 4**  
**ACADEMIC POLICIES AND UNIVERSITY SERVICES**  
**OF INTEREST TO THE FACULTY**

**I. B.D. Owens Library**

**A. Access to Information**

Most materials from Owens Library may be circulated to faculty until the last day of each trimester. These materials are subject to recall after three weeks if requested by another borrower. The faculty member will be notified of a recall and must return recalled materials within five days of the notification. Materials not returned within this time will be considered lost, and the faculty member will be billed for replacement of the material. Upon request, recalled material may be held for return to a faculty member when returned by the second borrower. Faculty borrowing privileges may be suspended if materials are not returned when due and the faculty member will be billed for replacement of the materials.

*A faculty I.D. card is required to borrow materials, a proxy may borrow materials in a faculty member's name only by presenting the faculty member's I.D.*

Computer terminals in faculty offices provide access to Owens Library Catalog through the University web page. Materials not available at Owens Library may be borrowed through the interlibrary loan network.

*Family members of faculty are welcome to use Owens Library resources and may obtain student borrowing privileges by presenting the faculty member's I.D.*

Further information concerning policies may be obtained from the library.

**B. Database Searches**

Reference librarians will conduct searches of computerized databases for graduate students and faculty. Printouts of library holdings, in given subject areas, are also available for faculty. More information is available in the Reference Office.

**C. Library Representatives**

All academic departments have an allocation to purchase books for the library collection. Each department appoints a library representative to coordinate departmental orders.

## **II. Classroom Policies**

### **A. Class Attendance**

Faculty may use attendance as a basis for class evaluation if stated clearly on the syllabus.

Students are expected to attend all classes, as specified in the course syllabi for each course, although specific attendance policies may vary from instructor to instructor. Each instructor will clarify the attendance policy at the beginning of each course. It is the responsibility of the student to promptly notify his/her instructor when unable to attend class. Students receiving Veterans' benefits should consult with their coordinator of Veterans' Affairs for the additional attendance requirements.

A student may make up class work without penalty if (1) engaged in University activities endorsed by the Provost, (2) prevented from attending class by illness, the validity of which is proven to the satisfaction of the instructor or (3) prevented from attending by some other circumstances considered adequately extenuating by the course instructor.

According to University calendar guidelines, the instructor may request the registrar to delete a student from the class roster due to non-attendance.

If a student feels that he/she has been unjustly denied the opportunity to make up class work or was unjustly dropped from the class roster, the student may appeal the decision to the Admissions and Advanced Standing Appeals Committee, with the last avenue the Provost.

The Office of the Vice President for Student Affairs will notify instructors of absences involving five consecutive class days due to illness, accident or death in the family. Students should contact the Office of the Vice President for Student Affairs for the service as soon as possible so that the appropriate faculty may be notified.

### **B. Credit System and Class, Recitations, Laboratories, Etc**

All credit is recorded in trimester hours. Courses carry the trimester hour credit listed in the Graduate and Undergraduate Catalogs and the schedule of classes. The number of lecture/recitation hours in a class during the fall and spring trimesters is approximately one hour of class time per week for each trimester credit hour of the course (a three trimester credit hour course will meet approximately three hours per week). Laboratory, shop, performance and studio courses will meet a greater length of time for each trimester credit hour depending upon the nature of the work. Students are expected to spend at least two hours per week of study time for each trimester credit hour. All courses are to meet regularly each week throughout the trimester in the assigned classroom unless special provisions have been made with the appropriate Academic Dean.

### **C. Final Examinations, Special Conditions, Grade Reports**

The University publishes an official final examination schedule for fall and spring trimesters. Summer trimester examinations are scheduled by each instructor on the last day of the session. All examinations must be given on the day and time for which they are scheduled.

Students who wish to change their final examination schedule must obtain the approval of the instructor and file the change with the department chair. Students may petition for a change in their final examination schedule only in cases of major medical situations, personal or family crisis, or University-prescribed activities. Students faced with an emergency and unable to contact the instructor should contact an appropriate University office or person as soon as possible.

A student who has three examinations scheduled on the same day may petition for a schedule change by initiating a petition with any one of the instructors giving an examination on the day three are scheduled. The petition must be signed by the instructor granting the change. The student will file the change with the department.

Petitions may be obtained at the Student Services Center and from the department.

Prior to mid-term and final grading, the Registrar's Office, for all trimester courses, distributes grade sheets which must be returned within a specified time in accord with the calendar established by the Provost. In addition to course grades assigned at the close of each trimester, instructors assign letter grades for students with D and F status at the midpoint of each trimester. These grades are not permanently recorded by the Registrar. First trimester fall freshmen students will be assigned midpoint grades in all courses in which they are enrolled. Final grades assigned by the faculty consist of A, B, C, D, F, and I. The Registrar assigns final grades of W, P and AT.

### **D. Field Trips**

Planning for field trips should be done early in the trimester or even before the trimester begins. Planners should avoid scheduling trips for the mid-trimester examination period and the week prior to final examinations. There will be no field trips during the final examination period unless the Provost authorizes them.

If classes are to be missed, instructors should prepare a complete class roster and a short description of the field trip and supply copies to the students so that they may notify their other instructors. Students should not be penalized in any way for missing a class because of a field trip.

Instructors taking students on field trips are responsible for the control of students at all times while on the field trip. University vehicles are available for field trips on a first-come, first-served basis. Costs will be charged to the appropriate account.

## **E. Textbooks**

Textbook Services issues undergraduate textbooks to undergraduate students at the beginning of each trimester which are returned at the end of the trimester. If students need to retain a book(s) for a course in which an "incomplete grade" has been received, they must check out the book(s) individually.

Instructors may have a textbook issued to them for each course they teach and may check out any other textbooks they need. The Textbook Service may ask instructors at any time for an inventory of Textbook Service books in their possession or to return books not in use that trimester. Lost books are the responsibility of the instructor.

It is the responsibility of the instructor to request additional textbooks, if warranted, in time for ordering and processing (forms are available in the offices of the appropriate College Deans).

Textbook changes can be made by filling out appropriate forms (available in the offices of the appropriate College Deans) and securing the required signature of the Department Chair. Forms are then forwarded to the offices of the appropriate College Deans, from which, if approved, they will be forwarded to the Textbook Service Supervisor.

Textbooks should be adopted for a minimum of three years. This rule is waived only in certain circumstances through a coordinated effort between the academic department and Textbook Service.

The policy of the Textbook Service is to supply one textbook per course. If a department decides that it is necessary to have more than one textbook to cover the content of a course, Textbook Service may buy the additional books if funds are available.

If instructors require supplemental textbooks for student purchase at the Bearcat Bookstore, they may place copies on reserve in the library for student use. The instructor will initiate a request for reserve copies to be obtained through the Textbook Service on the appropriate forms available in the offices of the College Deans.

Requests for books to be used as reference and reserve material for class should be submitted through regular library channels.

Supplemental textbooks, laboratory manuals and workbooks required for student purchase are ordered the trimester before they are needed through the Bearcat Bookstore on forms supplied by the Bookstore.

## **F. Syllabi**

A syllabus of each course taught must be on file with the offices of the appropriate College Deans. The syllabi will be prepared in keeping with the Course Syllabi Policy Format issued by the Office of the Provost.

## **III. Registrar's Policies**

### **A. Class Admittance**

The University has a policy that no students are permitted to attend classes unless properly enrolled. To assist faculty in this policy the Registrar's Office distributes official class rosters. After general registration, faculty members will receive a class roster for each course being taught. Faculty should immediately check to make certain that all students attending the class are qualified to enroll in the course and that each student's name appears on the class roster. Discrepancies should be reported to the Registrar's Office. An additional class roster will be received following the period allowed for adding classes and changing schedules. This roster will reflect the official enrollment through the Registrar's Office. Students are not to be allowed to remain in a class unless they are properly enrolled. Students should be sent to the Registrar's Office to correct errors in registration. Faculty should report to the Registrar's Office any students not attending class. Class rolls are viewable through Cat PAWS at any time during the trimester.

### **B. Grades and Grading**

The grading system used is as follows: A, superior; B, above average; C, average; D, below average; F, unsatisfactory or failure; I, incomplete; W, withdrawal from the University; P, pass; AT, audit. The Registrar's Office assigns the grades of W, P and AT.

Faculty members may release final course grades to students informally if they wish to do so. The formal grades, however, will be released officially by the Registrar's Office.

### **C. Continuing Education**

Departments are actively encouraged to seek ways in which they can deliver content in a non-traditional manner to the total University constituency. Programs should be developed, based upon expressed concern, by the clientele whom this University does and could serve. These courses should be taught in such a manner as to enhance the University as well as fulfill part of our mission as a regional University.

One continuing education unit (CEU) is to be awarded for each ten contact hours of instruction, or the equivalent, included in the educational activity. Responsibility for determination of the number of units to be assigned rests with the Executive Director of Education Consortium.

The University will maintain a registry of an individual's record of participation and CEUs awarded. This registry will be recorded separately from the permanent academic record.

**D. Student Database Searches**

Requests for information from the student database should be directed to the Registrar's Office.

Several organizations use grade point averages of students to determine membership eligibility, honors, awards, etc. Requests for such averages should be made in writing to the Registrar at least one month in advance of the date needed.

**IV. Program Evaluation Policies**

The University is in a constant review process. Faculty are expected to be involved substantively and individually in the evaluation process.

**A. Reviews**

The Coordinating Board for Higher Education mandates specific academic areas to be evaluated and compared each year with the analogous program at the other state universities. Accrediting agencies such as the Higher Learning Commission and the National Council for Accreditation of Teacher Education periodically review University programs. State or national agencies accredit some departments.

The Coordinating Board for Higher Education requests Northwest to perform an evaluation each year on from three to five academic areas not undergoing an external review. The Provost, in conjunction with the College Deans, selects the academic areas to be reviewed.

**B. Curriculum and Degree Requirements Committee of the Faculty Senate**

This Committee has primary responsibility for reviewing all policies and individual student petitions relating to undergraduate curriculum and degree requirements other than teacher education programs and teacher certification requirements.

**C. Teacher Education Council**

This Council has the responsibility of evaluating course and program changes in all teacher education programs.

#### **D. Graduate Council**

The Graduate Council has jurisdiction over the development of general policies and procedures for the graduate program including student evaluation.

#### **V. Fringe Benefits/Services**

##### **A. Reduced Tuition**

Regular, full-time and regular, part-time employees and their dependents are eligible for a reduced tuition after the employee has been employed by the University for one year.

Employees must have been employed by the University at least 1/2 time in a regular position at least one year on the first class day. Employees who enroll in University courses after one year of service will receive a fee reduction of 100% which will apply toward University tuition only. The percent will be pro-rated if the employee is part-time. Employees will be responsible for the technology, textbook, and all other non-tuition fees.

Regular, full-time employees may request release time from work with class time (not including online courses) not to exceed 96 clock hours per year (July 1 through June 30). This course work should be related to the individual's job skills and is subject to the approval of the individual's supervisor. Employees may take up to six credit hours per trimester. Office hours are not to be used for class preparation.

If an employee ends employment, or withdraws before the end of any enrolled trimester, the employee will reimburse the University the full amount of any fee reduction received that trimester.

Dependents are classified as any spouse, child/stepchild/adopted child who has been claimed as a dependent on an employee's federal income tax return for the past calendar year. Dependents who enroll in University courses after one year of the employee's service will receive a fee reduction of 50% which will apply toward tuition only. The percent will be prorated if the employee is part-time.

If the qualifying parent ends employment or the student withdraws before the end of any enrolled trimester, the employee will reimburse the University the full amount of any fee reduction received by the dependent that trimester.

Only one parent may claim a fee reduction.

If the child is of divorced parents, the parent who is the employee does not have to claim the child on the federal income tax if the other parent does. If the child was not claimed the past calendar year, but will be claimed the current year, a refund may be requested upon presentation of the tax return.

The employee is responsible for completing the Authorization for Fee Reduction. The form needs to be signed by the supervisor and returned to the Cashiering Office by the first day of class.

The Fee Reduction Program is a qualified tuition reduction plan under Section §117 of the Internal Revenue Code. Under this program, fees waived for enrollment in undergraduate courses are exempt from federal, state and social security taxes; fees waived for graduate level courses are subject to tax and will be included in the employee's taxable gross income during the trimester of enrollment. Provisions of federal or state law may, however, change at any time.

## **VI. Insurance**

### **A. Retirement**

All new, full-time faculty hired after July 1, 2002 will become members of the College and University Retirement Plan (CURP) unless he/she was previously a member of the Missouri State Employees' Retirement System (MOSERS). The University contributes to the retirement fund for each full-time faculty member. Contributions are submitted based on the employee's monthly salary. Contribution rates for both plans are determined by MOSERS.

CURP enrollees are vested immediately and have the opportunity to transfer to MOSERS after six years of employment. MOSERS enrollees are vested after a five year period.

Refer to the CURP Handbook, MOSERS Handbook, or websites for full details of each retirement plan.

### **B. Social Security**

All University faculty are covered by Social Security. The University matches the employee's contribution.

## **VII. Benefits**

### **A. Insurance Benefits**

All benefit eligible employees are provided the following insurance benefits. The descriptive statement provided for each benefit is a summary statement. Detailed information on the various insurance coverages is available in the employee benefit booklets issued during orientation or from the Office of Human Resources. Additional information can also be found on the myNorthwest web portal.

## **B. Life Insurance Benefits**

The University provides Basic Life and Accidental Death and Dismemberment coverage in the amount of one (1) times the annual salary. This benefit is available to all benefit eligible employees at no cost to the employee.

If the employee qualifies for Basic Life, the employee may also apply for Additional Life coverage to supplement the Basic Life amount. Employees may elect coverage in the amount of one to three times the employee's annual earnings, subject to maximum amounts and the terms of the Life Insurance Policy. New employees have the initial enrollment period of 30 days to enroll in the Additional Life coverage. Open Enrollment is held during November and December with a January 1 effective date. Late applications and requests for coverage increases are subject to medical underwriting approval.

Dependent Life Insurance is also included in this plan. Employees may elect Dependent Life insurance for their spouse and eligible child(ren). Late applications and requests for coverage increase will also require medical underwriting approval.

## **C. Medical Benefits**

The University participates in a group health insurance plan which offers medical coverage and prescription drug coverage for benefit eligible employees and their dependents. The cost of the individual employee coverage is paid by the University, to the extent approved by the Board of Regents. The employee may elect to purchase coverage for one dependent or a family membership. If electing dependent coverage, the employee would be responsible for the additional premium cost through payroll deduction. Deductions can be made on a pre-tax basis using the Missouri State Employees' Cafeteria Plan.

Coverage will be effective on the first of the month following the hire date. New employees have the initial enrollment period of 30 days to enroll in the health insurance plan. Open Enrollment is held during November and December with a January 1 effective date.

## **D. Dental Insurance**

The University provides an optional dental insurance plan for all benefit eligible employees. Employees will be responsible for 100% of the premium cost. Employees also have the option of purchasing coverage for dependents. Deductions can be made on a pre-tax basis using the Missouri State Employees' Cafeteria Plan. New employees have the initial enrollment period of 30 days to enroll in the dental insurance plan. Open Enrollment is held during November and December with a January 1 effective date.

### **E. Vision Insurance**

The University provides optional vision insurance plans to all benefit eligible employees. Employees will be responsible for 100% of the premium cost. Employees also have the option of purchasing coverage for dependents. Deductions can be made on a pre-tax basis using the Missouri State Employees' Cafeteria Plan. New employees have the initial enrollment period of 30 days to enroll in the vision insurance plans. Open Enrollment is held during November and December with a January 1 effective date.

### **F. Long-Term Disability**

The University provides long-term disability (LTD) insurance to all benefit eligible employees at no cost to the employee. This plan may provide a total disabled employee a monthly benefit of 60 percent of his/her pre-disability earnings reduced by deductible income. Benefits become payable after the employee has been continuously disabled for 180 days and remains continuously disabled. Benefits are not payable during the benefit waiting period. If an employee becomes disabled before age 62, LTD benefits may continue during disability until the employee reaches the age of 65. If an employee becomes disabled at age 62 or older, the benefit duration is determined by the employee's age when disability begins.

### **G. Cafeteria Plan/Flexible Spending Account**

The University participates in the Missouri State Employees' Cafeteria Plan which allows benefit eligible employees to contribute to certain benefit plans on a before-tax basis. Participation in the plan is voluntary. The plan allows employee contributions for optional insurance coverage and flexible spending accounts for reimbursable health care expenses and child/dependent care expenses to be taken out of each paycheck before taxes are calculated. Other important information concerning the cafeteria plan can be found in the Office of Human Resources, or online at <http://www.mocafe.com>.

### **H. Tax-Sheltered Annuity Plans – 403(b)**

The University offers benefit eligible employees the opportunity to participate in Tax-Sheltered Annuity 403(b) plans and a deferred compensation 457(b) plan. These plans allow employees to have monies withheld from their pay on a pre-tax basis and set aside for retirement. The contributions made are 100% employee contributions and are a supplement to the MOSERS or CURP retirement benefit.

Interested employees should contact the Office of Human Resources for a list of approved providers and complete the 403(b) Participant Agreement Form (obtain from the Office of Human Resources or Payroll office) to begin or change their current contributions.

## **VIII. Workers' Compensation**

All employees of the University are covered by Missouri Workers' Compensation and are entitled to treatment by an authorized medical doctor for any injury sustained on the job. The employee also may be reimbursed for lost time, disability or dismemberment.

Injuries must be reported immediately to the employee's supervisor and the Office of Human Resources. Employees are required to contact the Central Accident Reporting Office (CARO) at 1-800-624-2354 prior to any medical treatment. Reporting injuries to CARO in a timely manner will allow CARO to make a determination of compensability and direct medical treatment efficiently. It is important to note that CARO cannot consider payment of lost wages, medical bills or medical referrals unless the injury is reported.

Workers' Compensation paperwork is available on the myNorthwest web portal, or from the Office of Human Resources.

## **IX. Savings and Annuity Plans**

### **A. U.S. Savings Bonds**

U.S. Savings Bonds may be purchased through the Payroll Office and will take the form of a payroll deduction.

### **B. Savings Annuity Plan**

The University participates in tax sheltered annuity plans which are available to all faculty. For details, contact the Payroll Office.

## **X. Miscellaneous Benefits/Services**

### **A. Bearcat Bookstore Discount**

The Bearcat Bookstore, in the J.W. Jones Student Union, offers a cash discount to full-time employees of the University on all regularly priced purchases of one dollar or more upon presentation of a faculty I.D. card.

### **B. Reserving Rooms**

Rooms needed for a temporary purpose are scheduled through [www.nwmissouri.staff.htm](http://www.nwmissouri.staff.htm), Tools and Services, Schedule an Event.

### **C. Transportation**

The University has buses, nine-person vans and automobiles available for University business. These are scheduled on a first-come, first-served basis by the

Transportation Department and the cost is charged to the appropriate department or activity account. In addition, the Athletic Department has 15-person vans which can be scheduled on a limited basis and costs are charged to the appropriate department or activity account. Contact the Athletic Department for more information about their vans.

**D. Current Student Information**

Information about advisees or majors is available through the Registrar's Office.

**E. Office of Development and Alumni Services**

The Office of Development and Alumni Services maintains a list of names and addresses so that alumni can be contacted. In addition, the office offers a variety of services that include a comprehensive database for alumni and periodic alumni events and activities publications. The Alumni House is available for University groups, meetings, conferences, activities and receptions.

**F. Media Production**

Charts, graphs, transparencies, slides, photographic prints and audio reproduction for classroom use can be produced or purchased at cost from the graphics specialist in the Media Production Center, located on the second floor of the B.D. Owens Library.

**G. University Dining Services - Turret Club**

Faculty members and full-time University employees may participate in a cash Aladine plan as a convenience for on-campus dining. A declining balance meal card may be purchased in the Cashiering Office. Individual purchases may be made on a cash basis. The Turret Club, located on the north side of Tower View Cafeteria, is set aside for faculty and staff seating after they have been served at the cafeteria line.

**H. Grant Support Services**

The Grants/Risk Management Analyst offers support in consultation, locating funding sources and refining budget requests for educational grants. In addition, the Grants/Risk Management Analyst serves as liaisons for in-house presentations and helping generate local support.

**I. Print Material**

The University has a policy of standardization of printed material. To maintain consistency, the control and coordination of all University printed material, other than the newspaper and yearbook, must first be approved by the Vice President for University Relations.

**J. Northwest Regional Credit Union**

The purpose of the Credit Union is to lend money to all qualified personnel employed by an educational institution in a 19-county service area and to provide a means of saving for those same individuals.

**K. Child Care**

Child care is available for children 3 to 12 years of age. Housed in the Interdisciplinary Childhood Program in Brown Hall, half-day and whole-day care is available. After-school care for children 3 to 12 years of age is also available. For more information concerning program, hours and fees, contact the Family and Consumer Sciences Department.

**L. Horace Mann School**

The Horace Mann School will accept applications from University employees for admission for their children in grades one through six and children of nursery or kindergarten age. Enrollment is strictly limited in number. For enrollment and cost information, contact the Horace Mann School Director.

**M. Northwest University Women**

Northwest University Women is a social organization composed of wives of current and retired faculty members, women faculty members, wives of administrators, women administrators, wives of Board of Regents members, women Regents, wives of professional staff, women professional staff and wives of deceased faculty members, administrators, Regents and professional staff.

**M. Athletic and Recreational Passes**

Faculty and staff may purchase athletic passes. Contact the Student Services Desk to obtain passes or for further information.

**N. Emeritus Faculty Benefits**

The following list describes Emeritus Faculty Benefits:

1. Subscription to the Northwest Missourian.
2. Emeritus Faculty I.D. card.
3. Automobile parking permit.
4. A 20 percent discount on purchases in the Bearcat Bookstore.

5. Invitation to march in academic procession at Commencement or other state occasions.
6. Invitation to attend opening faculty meetings.
7. Invitation to attend retirement dinners.
8. Inclusion in such all University notices as information about tours, entertainments, lectures, etc.
9. A copy of the University yearbook, The Tower.
10. Full library privileges, using Emeritus Faculty I.D. card.
11. Access to an Emeritus Faculty Room at the B.D. Owens Library for use for research and conferences.
12. Enrollment fee waiver as provided regular University faculty or staff member.
13. Eligibility for membership in the Retired Group Health Insurance Plan.

*Contact the Office of Development and Alumni Services for further information.*

**O. Faculty Flower Fund**

It is the policy of the faculty to have a flower fund which is financed from profits from the vending machines.

**P. Notary Publics**

Notary Publics, available to employees, are located in the Offices of the President, Provost, Finance and Support Services, and Cashiering.

**Q. Part-time Faculty Benefits**

Part-time faculty members, with an identification card, are entitled to the use of the library, twenty percent discount at the Bearcat Bookstore, discounts on tickets to University events, the use of the aquatic center and gym facilities and passes for family members for use of the aquatic center and gym facilities.

## CHAPTER 5 STUDENT AFFAIRS POLICIES OF INTEREST TO THE FACULTY

### I. **Student Handbook/Planner**

The Student Handbook/Planner contains information on residential life, the J.W. Jones Student Union, student government, campus activities, Northwest traditions, student organizations, student services, fees and refund policies, campus policies and procedures, Student Bill of Rights, the student judicial system and a campus map and directory. Copies of the Student Handbook/Planner may be obtained at the Student Services Center.

#### A. **Student Judicial Code**

The student judicial code is detailed in the Student Handbook/Planner and deals with violations, procedures for filing a complaint, hearing committees, hearing procedures, sanctions and appeal procedures.

#### B. **Student Bill of Rights**

The Student Bill of Rights is stated in full in the Student Handbook/Planner and contains 15 basic areas of student rights and responsibilities.

#### C. **Student Government and Organizations**

The major organizations for student involvement in policy development are the Student Senate, Residence Hall Association, Interfraternity and Panhellenic Councils, and the multicultural organizations. The Student Senate formally approves all officially recognized student organizations. For a more detailed explanation, please refer the Student Handbook/Planner.

#### D. **Campus Activities**

Campus activities are planned and promoted by the Campus Activities Office, Campus Activity Programmers (CAPS), Campus Recreation office, the Performing Arts Committee, the Residence Hall Association and various other student and departmental organizations. A more detailed listing of these organizations is presented in the Student Handbook/Planner.

### II. **Student Services**

Various University offices provide services where students can receive assistance. They are described in the Student Handbook/Planner and Undergraduate Catalog. Please refer to these documents for more detailed information.

**A. Student-Family Educational Rights and Privacy Act**

This act, commonly known as the "Buckley Amendment," is stated in detail in the Undergraduate Catalog and deals primarily with rules and regulations regarding the use and disclosure of student information. Faculty members should familiarize themselves with this information. If a faculty member has questions, he/she should consult the Vice President of University Relations.

**B. Student Absences from Campus**

*There are various reasons for student absences from campus and/or classes. Most common are the following:*

1. School sponsored - arrangements should be made with the instructor in advance.
2. Family related - when possible, arrangements should be made in advance with the instructor. When absence will be greater than five consecutive days, please contact the Student Affairs Office.
3. Sickness - When length of illness will be greater than five days, please contact the Student Affairs Office.

**CHAPTER 6**  
**COMMUNICATION, RESEARCH, PUBLICATION POLICIES,**  
**RESOURCES AND GUIDELINES OF INTEREST TO THE FACULTY**

**I. Responsibilities for Accurate and Timely Communications about Institutional Concerns**

All members of the University community - students, staff, faculty, administrators, alumni and members of the Board of Regents - have responsibilities to maintain open dialogues with other members of the University community and with the University's constituencies. The external constituencies may include but are not limited to those persons who seek University services, citizens of the state of Missouri, prospective and former students, regulatory and accrediting agencies and elected and appointed officials at all levels of government. In communicating with constituencies outside the University community, responsible members should clearly distinguish "for the record" that they are giving their own views and that they speak for themselves not for the University. Since University policy is created by the Board of Regents, policies should be enunciated by that Board or by other University officials, such as the President or the Northwest Leadership Team or other designated University officials, empowered to speak on their behalf.

**II. Methods of Communication for Academic Matters**

Some departments communicate internally and externally as part of their professional outreach responsibilities. These communications may involve other members of the University community but are primarily directed to department members and to students associated with the department (majors, minors, alumni and prospective majors). The methods of communication typically used are newsletters, surveys, research reports, bulletins, symposia and colloquies, study tours and travel experiences and workshops.

**III. Internal Communications Channels and Methods**

Open dialogue is critical between all parties involved in the living-learning environment within the University community. Consequently, faculty communicate freely with other faculty, with line and staff members of both the student and academic administration and with students and alumni. In order to share information critical to the instructional tasks of the University the faculty use a variety of methods: reports, committee meetings, individual conferences, memos, telephone calls and informal conversations.

Central to the effectiveness of internal communications is the full use of the organizational structure of the University. The formal flow of information to all parties who need to know is supported by regular meetings of departments. Within each department, the Department Chair is charged with the responsibilities of establishing times and agendas for the departmental meetings. The numbers of meetings in departments may vary from monthly to weekly to semi-monthly, but the department meeting is a valuable part of the internal communications process. Another communication avenue, used less frequently than the

departmental meeting, is the college meeting which is called by the respective College Dean at the beginning of trimesters or as needed. In addition, special meetings may be called for presentations by legally-appointed Task Forces and Committees for discussions of legislative actions and the like and for reports from the President using the "Town Hall" format.

Internal committees are another part of the communication network since the members facilitate communications about academic business. These committees typically deal with matters of curricula, personnel, planning and scheduling, budget, student recruitment and retention, cultural and extracurricular activities, promotion and tenure, scholarship, development and resources.

#### **IV. Northwest This Week**

Northwest This Week is the general news bulletin issued periodically during the academic year while classes are in session. Northwest This Week serves to disseminate information to the entire campus community.

#### **V. Publicity for Faculty Activities**

Publicity concerning the mission, achievements, activities and programs of University faculty members and their students is the responsibility of the Office of University Relations.

Faculty members should work through the Office of University Relations for the preparation and dissemination of news and related photography/videography as well as for publications and photographic/video requirements in support of the University's missions and programs.

The Office of University Relations coordinates publicity releases to students' hometowns and to local, regional and national outlets for maximum appropriate coverage. The objectives of these releases are to generate desired support from general or specific publics, to bring recognition to the faculty members and their students, to stimulate prospective student interest in the University and the various academic areas, to gain and maintain positive recognition for the University from state government and to inspire additional achievement by faculty and students as a result of the positive recognition. The Office of University Relations staff will also advise campus organizations needing publicity assistance.

News releases and announcements to the mass media about the University are made only by the Office of University Relations to ensure that external communications are consistent with overall University statements, philosophy and policy. The Office of University Relations should be informed of any contact by media representatives and specific requests for information. The Office of University Relations is familiar with media needs and can facilitate meeting those needs and provide liaison with media representatives.

Internally, for faculty and staff, the Office of University Relations, during the fall and spring trimesters, publishes a weekly newsletter and calendar of events including newsworthy events and achievements involving faculty, students and staff.

To disseminate information about University activities, faculty, staff and students should inform the Office of University Relations with appropriate lead time to permit preparation and distribution of information to appropriate news outlets and publics.

## **VI. Research and Grants**

### **A. The Role of Research**

A major goal of the University is to contribute to the general advancement of knowledge by stimulating research, scholarly activity and creative endeavor relevant to the academic and public service missions of the University. Support for the goal of advancing knowledge includes the Culture of Quality funds and Undergraduate Research funds, administered by the College Deans, funding from the Faculty Senate's Research Committee and the Committee for the Improvement of Teaching and Learning, grants administered by the Grants/Risk Management Analyst, and funds granted by the Office of Development. Such activities are integral aspects of the teaching/learning environment and directly support the major teaching function of the University.

### **B. Technology**

In addition to department and college support, the Center for Information Technology in Education (CITE) serves faculty on varying technology issues within the learning environment. CITE is located on the second floor of Owens Library.

### **C. State Education Grants**

See The Dean of the College of Education and Human Services.

### **D. State Vocational Education Funds**

(See Coordinator of Vocational Education)

### **E. State Humanities Council**

(See Dean of the College of Arts and Sciences)

## **VII. The Use of Institutional Letterhead, Seal and Logos**

The Graphics Standards Manual, approved by the Board of Regents, shows and describes the use of the University's letterhead, seal and logos. Copies may be obtained from the Vice President of University Relations.

## **VIII. Solicitation**

The University's policy regarding solicitation on campus is covered in the following resolution of the Board of Regents.

“No agent, solicitor, peddler, or other person shall solicit, offer for sale or sell any subscription, policy, service, article or things whatsoever ... upon the premises of the University, while it is in session, and for one half hour before school convenes and for one half hour after school has dismissed, PROVIDED this prohibition shall not apply to any school, University or civic enterprise specifically approved by the President of the University.”

The attention of the faculty, students, employees of the University and all other persons is directed to the above resolution and full cooperation is required. Solicitation for a University project must be made in writing to the Student Affairs Office.

## **IX. Solicitation of Charitable Organizations.**

On-campus solicitation of faculty, staff and students by representatives of off-campus charitable organizations will be permitted provided the following requirements are met:

1. The organization is nationally or regionally recognized.
2. The organization is a bona fide charity.
3. The charitable solicitation is sponsored by an official University organization and approved by the Northwest Leadership Team.
4. Contributions are entirely voluntary and quotas, or similar measures of giving, are not imposed.

## **CHAPTER 7**

### **GENERAL POLICIES AND PROCEDURES**

#### **I. Equal Employment Opportunity**

Northwest Missouri State University is an affirmative action/equal opportunity employer. The University emphasizes the dignity and equality common to all persons and adheres to a strict nondiscrimination policy regarding the treatment of individual faculty, staff, and students. In accord with federal law and applicable Missouri statutes, the University does not discriminate on the basis of race, color, religion, national origin, sex, ancestry, age, disability, genetic information, or status as Vietnam-era veteran, in employment or in any program or activity offered or sponsored by the University. As an equal opportunity employer, the University promotes and maintains affirmative action programs to ensure that all individuals participate fully in every facet of employment opportunities. The University also provides equal employment opportunities with reasonable accommodation, when appropriate, to qualified applicants and employees with disabilities.

An employee with questions or concerns about any type of discrimination in the workplace is encouraged to bring these issues to the attention of the Equal Employment Opportunity (EEO) Officer, who may be contacted at: EEO Officer, Northwest Missouri State University, 800 University Drive, Maryville, Missouri, 64468-6001 (660-562-1128). Employees can raise concerns and make reports without fear of reprisal. Employees found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Copies of the University's Equal Employment Opportunity ("EEO") Guidelines are available in the Office of Human Resources.

#### **II. Harassment**

##### **A. Northwest's Commitment**

All members of the University community have an interest in increasing and maintaining an environment free from harassment, including sexual harassment. Sexual harassment is a violation of federal and state law, as well as Northwest policy. All faculty, staff, and students need to be aware that they will be subject to disciplinary action for violations of this policy up to and including termination. Northwest is committed to providing an environment in which individuals are treated fairly and with respect. Harassment will not be tolerated under any circumstances within the University's jurisdiction, whether it is in an academic, employment, residential, or social situation.

## **B. Definition of Sexual Harassment**

Defined by the Equal Employment Opportunity Commission (“EEOC”), unwelcome sexual advances, requests for sexual favors, and other verbal or physical contact of a sexual nature constitute sexual harassment when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment or academic standing, or
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions or academic evaluations affecting such individual, or
- Such conduct has the purpose or effect of unreasonably interfering with an individual’s work or academic performance or creating an intimidating, hostile, or offensive working, academic, or social environment.

Examples of conduct that may constitute sexual harassment include:

- Verbal: suggestive comments about a person’s clothing, body, or sexual activity; humor or jokes about sex or about gender-related characteristics; sexual innuendos and comments; direct or indirect threats linked to sexual propositions or sexually-explicit questions
- Nonverbal: suggestive or insulting sounds (leering, whistling); display of sexually-explicit pictures or photographs; obscene gestures; staring at a person’s physical features
- Physical: intentionally brushing a person in passing; inappropriate touching, patting, or tickling; pinching or squeezing; coerced sexual activity and sexual assault
- Written: suggestive notes, letters; suggestive E-mail messages, text messages

## **C. Reporting Procedure**

Early reporting and intervention have proven to be the most effective method of resolving actual or perceived incidents of harassment. If you feel you have experienced or observed any form of unlawful harassment, please take the following actions:

- Promptly advise the offender(s) that the conduct is unwelcome and request that it be stopped immediately.
- Document the incident as to date, time, place, witnesses, and nature of the incident.

- Report the incident to the EEO Officer immediately.

In all cases, the EEO Officer or his or her designated representative will be available to hear complaints. The EEO Officer can be contacted at: EEO Officer, Northwest Missouri State University, 800 University Drive, Maryville, Missouri, 64468-6001 (660-562-1128).

#### **D. Additional Points**

Every effort will be made to ensure the confidentiality of those who report a complaint or participate in the procedures. Persons making false accusations in harassment cases will be subject to disciplinary action, up to and including termination of employment. Persons who retaliate against those who report sexual harassment, use the reporting procedures, or are involved in the harassment procedure, will likewise be subject to disciplinary action, up to and including termination.

### **III. Consensual Amorous Relationships**

#### **A. In General**

There are special risks in any sexual or romantic relationship between individuals in inherently unequal positions, and parties in such a relationship assume those risks. In the University context, such positions include (but are not limited to) supervisor and employee, senior faculty and junior faculty, mentor and trainee, and professor and student. Because of the potential for conflict of interest, exploitation, favoritism, and bias, such relationships may undermine the real or perceived integrity of the supervision and evaluation provided. Such relationships may be less consensual than the individual whose position confers power or authority believes. The relationship is likely perceived in different ways by each of the parties to it, especially in retrospect.

Moreover, such relationships may harm or injure others in the academic or work environment. Relations in which one party is in a position to review the work or influence the career of the other may provide grounds for complaints by third parties when that relationship gives undue access or advantage, restrict opportunities, or creates a perception of these problems. Furthermore, circumstances may change, and conduct that was previously welcome may become unwelcome. Even when both parties have consented at the outset to a romantic involvement, this past consent does not remove grounds for a charge based upon subsequent unwelcome conduct after notice is given that such conduct is no longer welcome.

Where such a relationship exists, the person in the position of greater authority or power will bear the primary burden of accountability, and must ensure that he or she – and this is particularly important for teachers – does not exercise any supervisory or evaluation function over the other person in the relationship. Where such recusal is

required, the recusing party must also notify his or her supervisor or department head, so that such supervisor or department head can exercise his or her responsibility to evaluate the adequacy of the alternative supervisory evaluative arrangements to be put in place. Staff members, may instead, as an option, notify the Office of Human Resources. To reiterate, the responsibility for recusal and notification rests with the person in the position of greater authority or power. Failure to comply with these recusal and notification requirements is a violation of this policy, and therefore grounds for discipline, up to and including termination.

## **B. With Students**

The University will view it as unethical and a violation of this policy if University employees engage in sexual or romantic relationships with students enrolled in their classes or subject to their supervision. Such employee-student relationships may include, but are not limited to, faculty and student, advisor and advisee, teaching assistant and student, coach and athlete, and the individuals who supervise the day-to-day student living environment of student residents. The behavior is, in most cases, unethical even when the relationship is consensual (i.e., both parties have consented), because the voluntary consent of the student is in doubt, given the power imbalance in the student-employee relationship. Even if consent were to be shown, a clear conflict of interest would still exist which might create the appearance of discrimination or favoritism in grading or access to educational opportunities. Relationships between a graduate student and an undergraduate student, when the graduate student has some supervisory responsibility for the undergraduate student, are covered by this policy.

An employee with questions or concerns about consensual amorous relationships in the workplace is encouraged to bring these issues to the attention of the EEO Officer.

## **IV. Disability and Reasonable Accommodation**

### **A. Northwest's Commitment**

Northwest Missouri State University is committed to providing an accessible and supportive environment for employees with disabilities. Equal access for qualified employees with a disability is an obligation of the University under Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 ("ADA"), and the ADA Amendments Act of 2008 (ADAAA). The University does not discriminate on the basis of disability against otherwise-qualified individuals in any program, service or activity offered by the University. The University is committed to ensuring that no otherwise qualified individual with a disability is excluded, denied services, segregated or otherwise treated differently than other individuals because of the absence of auxiliary aids or other appropriate services; however, accommodations cannot result in an undue hardship to the University or fundamentally alter the essential functions of the job.

## **B. Implementation and Responsibility**

Employees are responsible for initiating requests for any desired disability related workplace accommodations. Requests by non-faculty employees should be made to supervisors or to the Office of Human Resources; faculty employees should contact their department head or the Office of Human Resources.

Supervisors/Department Heads are responsible for receiving requests for workplace accommodations, informing employees of the process and referring requests to the Office of Human Resources. Supervisors are also responsible for initiating a discussion concerning accommodations when they have reason to believe that an employee's disability precludes the employee from initiating a request. Supervisors should inform the Office of Human Resources of all requests for accommodations.

Office of Human Resources is responsible for evaluating the request, determining what type of documentation is necessary, and determining if the requested accommodation is appropriate and effective.

## **C. Definitions**

**Disability:** The term "disability" means, with respect to an individual— (a) a physical or mental impairment that substantially limits one or more major life activities of such individual, (2) a record of such an impairment; or (3) an impairment that is episodic or in remission if it substantially limits a major life activity when it is active.

**Substantial Limitation:** An impairment is substantially limiting if it prohibits or significantly restricts an individual's ability to perform a major life activity as compared to the ability of the average person in the general population to perform the same activity. The determination of whether an impairment substantially limits a major life activity depends on the nature and severity of the impairment, the duration or expected duration of the impairment, and the permanent or long-term impact of the impairment.

**Major Life Activity:** A major life activity is defined as the act of caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working. A major life activity also includes the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

**Qualified Individual with a Disability:** An employee or applicant for employment who, with or without a reasonable accommodation can perform the essential functions of the position.

Reasonable Accommodation: A modification or adjustment to a position, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to perform the essential functions of the position. Examples of reasonable accommodations may include, but are not limited to: (1) making existing facilities readily accessible to and usable by persons with disabilities; (2) job restructuring, modifying work schedules, reassignment to a vacant position; or (3) acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

Essential Job Function: The fundamental duties of the position or the primary reasons the position exists. The University does not have to eliminate an essential function from the position, nor does it have to lower quality or performance standards to make an accommodation, as long as those standards are applied uniformly to employees with or without a disability. The University does not have to create a new position to accommodate an employee.

Undue Hardship: An accommodation or action requiring significant difficulty or expense when considered in light of factors such as the University's size, financial resources, and the nature and structure of its operation. Undue hardship also refers to an accommodation that is unduly expensive, substantial, or disruptive, or one that would fundamentally alter the nature of the position.

#### **D. Procedure to Request a Reasonable Accommodation**

Applicant and employee requests for reasonable accommodations shall be made to the Office of Human Resources. Supervisors or representatives of the Office of Human Resources receiving a request should immediately contact the EEO Officer for guidance.

#### **E. Appeals/Grievance Procedure**

In the event an employee disagrees with the determination and/or proposed accommodation, he or she may contact the EEO Officer.

#### **F. Confidentiality**

All necessary steps will be taken to ensure the confidentiality of information pertaining to an employee's disability or request for accommodation. Information should be shared on a limited basis with supervisors or department heads regarding necessary accommodation, first aid, emergency procedures, and insurance companies, as necessary. All medical records of employees are kept in separate confidential files.

## **X. Smoke-Free Campus**

The University is committed to providing an environment that is safe and healthy. Consistent with this policy, the University became a smoke-free campus as of August 1, 2010. Smoking is prohibited on all University owned or leased property and in all university vehicles. This policy will apply to all students, employees, contractors, volunteers, and visitors on University-controlled property. Smoking encompasses cigarettes, cigars, pipes, and all other forms of smoke-generating products.

Cats Advocating Smoke-Free Environment (CASE) along with the University Wellness Center will coordinate University efforts for policy notification, education, promotion, support and assessment to ensure successful implementation.

The University reserves the right to initiate disciplinary procedures against any individual found to be in continuous violation of this policy; however all faculty, staff, and students will have a collective responsibility to promote the safety and health of the campus community and therefore share in the responsibility of enforcement. Individuals observed smoking are to be reminded in a professional and courteous manner of the University policy.

## **VI. Outside Activities and Other Employment**

Employees are expected to consider his/her job with the University as his/her primary employment responsibility. While work other than for the University is not prohibited, hours worked in outside employment must not coincide or conflict with hours of work for the University. Outside employment and activities must not detract from work responsibilities at the University, must not interfere with performance of University duties, nor create a conflict of interest. Questions concerning this policy should be directed to the Office of Human Resources.

## **VII. Political Activity**

Northwest Missouri State University actively encourages employees to exercise their rights as citizens and to participate in the political life of their community, state and nation. However, in all areas of participation a University employee has the responsibility to make clear that he/she is in no way representing the University.

### **A. Activity in Political Party Organizations**

1. Employees may engage in lawful political activities:
  - a. Of organizations of political parties qualified to place candidates on the ballot in accordance with Missouri statutes or of political parties seeking such qualifications;

- b. Of nonparties or bipartisan groups seeking the election of candidates to public office or the approval or disapproval of issues which are or may be submitted to the voters for approval, or;
  - c. On behalf of individual candidates for public office, including candidates for membership of any political committee established by Section 115.611 R.S.Mo., et. seq., (formally Chapter 120, R.S.Mo.).
2. Such activity, like any other personal, non-official undertaking, must be done on the individual's own time and should not interfere with University duties.
  3. Employees may contribute funds to above parties, groups or candidates or expend funds on behalf of parties, groups, candidates or issues, subject only to state and federal laws which regulate political contributions.

#### **B. Elections to or Holding Public Offices**

Before officially announcing as a candidate for or accepting any elective office, employees must inform their supervisor of such intention and that supervisor must make the fact known to the President of the University through appropriate channels. If regulations permit, the President will offer no objection to the candidacy, provided it does not require time or attention that should be given to University duties.

1. Subject to requirement of notice to the President, an employee may, without permission of the President, become a candidate for and hold a non-partisan part-time position as a member of a school board, member of a city council, member of a county legislative body or other local school or municipal office that is part-time, conducted on the individual's own time, and does not interfere with University duties.
2. The holding of any elective full-time office in local, county, state or the federal government, including state representative or senator, is forbidden while the person is employed by the University. Before accepting such an office, a person is required to resign their University post. A person seeking selection to such an office must resign or request a leave of absence as of the date of filing in the primary.
3. The policy is subject to any applicable provision of law or determination of the Missouri Ethics Commission.

### **VIII. Workplace Violence and Threats**

The University is concerned about the safety of its employees and is committed to maintaining a work environment that is secure and free from incidents of violence or threats of violence. The University will not tolerate incidents of violence because such incidents are contrary to and interfere with University objectives. Acts of aggression are

often precursors to actual violence so the University will give immediate attention and serious consideration to all reports of incidents of aggression and will initiate appropriate actions.

This policy defines aggression broadly as any of the following: unwelcome forceful physical touching; intimidating, threatening or hostile actions; intimidating, threatening or hostile communications, whether oral, written, or nonverbal, made in person or communicated by or any other means; vandalism; arson; sabotage; throwing objects; unauthorized possession or use of a weapon on University property; or any other acts or communications of a similar nature. This policy also covers interpersonal conflicts occurring off campus that may create the risk of aggression resulting from such conflicts being carried out on campus.

The Vice President of Human Resources and Organizational Effectiveness (“VPHROE”) is responsible for the overall implementation and oversight of the University’s workplace aggression management plan. After University Police responds to a threat or act of aggression, the VPHROE will determine whether further investigation is required, the manner of that investigation, and will oversee any such investigation of the incident. The VPHROE, the Counseling Center Director, and University Police Chief shall also be charged with reviewing incidents of aggression to identify ways in which similar incidents can be prevented. The VPHROE shall also coordinate all critical incident debriefings of students, staff or faculty that are affected by the incident.

All University employees are required to immediately report any acts or threats of aggression. If urgent, call University Police (660-562-1254) or call 911. For help with non-urgent threats, call the Office of Human Resources (660-562-1128) or the Counseling Center (660-562-1220).

All employees and students who apply for or obtain a protective or restraining order (Ex Parte, Full Order of Protection, Child Protection Order) which lists University property as being a protected area must provide a copy of the Order to University Police and the Office of Human Resources.

## **IX. Weapons**

To improve the overall safety of the campus community, employees (other than University Police officers) are not permitted to bring weapons on the University campus. Prohibited weapons include guns, switchblades, or other knives (deemed to be dangerous or illegal), hunting bows, explosives, or other items which could be construed as weapons, such as paintball/airsoft guns. A violation of this policy will be considered a serious offense, and employees violating this policy will be subject to disciplinary action, up to and including termination of employment.

## **X. Workplace Surveillance and Searches**

The University may utilize reasonable surveillance and search measures that ensure an appropriate work environment and compliance with University policies and applicable law. Subject to legal requirements, the University reserves the right to inspect and search all work areas, desks, computers, file cabinets, lockers, lunch boxes, or other containers, and personal vehicles on University premises. In addition, all records contained in computers (including voice mail and e-mail) and storage devices (including removable media) should be business-related, and are therefore open to inspection by the University in accordance with University policies, subject to applicable legal requirements.

## **XI. Driver Requirements**

University employees and students may be authorized to operate University vehicles for the purpose of conducting University business, provided they have an appropriate and valid U.S. driver's license for the vehicle being used, and agree to operate the vehicle in a safe and prudent manner. The driver's requirements are in addition to any requirements, standards, operating restrictions, or suspensions imposed by Missouri law. Drivers are to have in their possession a valid driver's license at all times.

## **XII. Information Technology**

It is the policy of the University to maintain access for its community to local, national and international sources of information and to provide an atmosphere that encourages the free exchange of ideas and sharing of information. Access to this environment and the University's information technology resources should be considered a privilege and must conform with all laws, with University policy, and with any policies specific to a resource. All University employees are subject to the University's computing policies, which can be found on the University's Information Systems website at:

<http://www.nwmissouri.edu/compserv/ClientComputing/ComputingPolicies.htm>.

## **XIII. Children in the Workplace**

The University values family life and has worked to develop employment policies and benefits that are supportive of families. While the University seeks to focus on providing an environment open to work and family issues, it also believes that the work place should not be used in lieu of a child care provider.

It is the policy of the University that minor children in an employee's care may not be present at an employee's workplace (e.g., office, classroom, shop area), in lieu of other child care arrangements, during the employee's working hours. The supervisor is responsible for enforcing this policy in their respective work areas. This policy is not intended, however, to prohibit children from the campus when the purpose of their visit is to attend classes or to participate in University-sponsored activities specifically scheduled for their benefit.

#### **XIV. Employment Applications**

The University relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in this information or data may result in the University's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

#### **XV. Employment Orientation**

Upon the commencement of employment, employees will attend an orientation program conducted by the Office of Human Resources. During orientation, employees will receive information regarding University policies, compensation and benefit programs, and other general information about the University. Employees will complete all employment paperwork and forms required for payroll, insurance enrollment, fringe benefit programs, and retirement. Departments will provide their employees with a more specific orientation concerning the department and the employee's position.

#### **XVI. Background Checks and Criminal Convictions**

Candidates selected for University positions are required to pass a background check. This background check may include, but not be limited to, criminal history, verifications of employment and education, and driving records. If the candidate challenges the information contained in the background check with the screening agency, the University is not required to hold open the position. Consideration will be given to the relationship between the information obtained in the background check and the responsibilities of the position. A relevant job-related conviction or guilty plea is grounds for termination of employment or non-selection of the candidate. Convictions and guilty pleas include all felonies and misdemeanors except minor traffic violations in relation to any position which does not require driving. For positions that require operation of a motor vehicle, the terms conviction and guilty plea shall include minor traffic violations.

Applicants for employment who plead guilty to or are convicted of a criminal violation after they have applied should contact the Office of Human Resources within five (5) days of the conviction or guilty plea. Individuals who have begun employment with the University must notify their supervisor within five (5) days of a conviction or guilty plea to a criminal violation. Failure to report a conviction or guilty plea is grounds for discipline up to and including termination of employment or non-selection of an applicant. Supervisors should notify the Office of Human Resources immediately upon being informed of any such conviction or guilty plea.

#### **XVII. Dual Employment**

No individual may occupy more than one full-time position, or the hourly equivalent thereof, within the University employment structure.

## **XVIII. Personal Data Changes**

It is the responsibility of each employee to promptly notify the University of any changes in personal data. Mailing address, telephone numbers, number and names of dependents, marital status, individuals to be contacted in the event of emergency, educational accomplishments, and other such status reports should be accurate and current at all times. The Office of Human Resources should be notified immediately of any such changes.

## **XIX. Employee Conduct**

### **A. Conduct**

Conduct during working hours is expected to reflect the individual's position as an employee of a public institution of higher learning in the State of Missouri. Conduct that disrupts departmental or University functioning cannot be tolerated and will subject the employee to disciplinary action up to and including dismissal, as determined appropriate by the University.

### **B. Personal Appearance**

Dress is in accordance with uniform requirements of the various departments. Where uniform requirements do not exist, the employee is requested to observe a standard of dress appropriate to the University.

### **C. Attendance**

To maintain a productive work environment, the University expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on the University. In the rare instance when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence. Authorized absences are covered in Chapter 5 of this Employee Handbook. Poor attendance and excessive tardiness are disruptive and may lead to disciplinary action, up to and including termination of employment.

## **XX. Family and Medical Leave**

It is the policy of the University to provide Family and Medical Leave (FML) in accordance with the federal Family and Medical Leave Act of 1993 (FMLA) and subsequent amendments. This policy outlines the information provided in "Employee Rights and Responsibilities Under the Family and Medical Leave Act", a compliance poster issued by the Wage and Hour Division of the U.S. Department of Labor (Revised January 2009).

## **A. Basic Leave Entitlement**

FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons:

1. For incapacity due to pregnancy, prenatal medical care or child birth;
2. To care for the employee's child after birth, or placement for adoption or foster care;
3. To care for the employee's spouse, son or daughter, or parent, who has a serious health condition; or
4. For a serious health condition that makes the employee unable to perform the employee's job.

## **B. Military Family Leave Entitlements**

Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the National Guard or Reserves in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered servicemember during a single 12-month period. A covered servicemember is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the servicemember medically unfit to perform his or her duties for which the servicemember is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

## **C. Benefits and Protections**

During FMLA leave, the University will maintain the employee's health coverage under any "group health plan" on the same terms as if the employee had continued to work. Upon return from FMLA leave, most employees will be restored to their original or equivalent positions with equivalent pay, benefits, and other employment terms. Use of FMLA leave will not result in the loss of any employment benefit that accrued prior to the start of an employee's leave.

## **D. Eligibility Requirements**

Employees are eligible if they have worked for at least one year, for 1,250 hours over the previous 12 months.

#### **E. Definition of Serious Health Condition**

A serious health condition is an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than 3 consecutive calendar days combined with at least two visits to a health care provider or one visit and a regimen of continuing treatment, or incapacity due to pregnancy, or incapacity due to a chronic condition. Other conditions may meet the definition of continuing treatment.

#### **F. Use of Leave**

An employee does not need to use this leave entitlement in one block. Leave can be taken intermittently or on a reduced leave schedule when medically necessary. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the University's operations. Leave due to qualifying exigencies may also be taken on an intermittent basis.

#### **G. Substitution of Paid Leave for Unpaid Leave**

The University requires that employee substitute (run concurrently) accrued paid leave to which employees may be entitled to cover the employee's FMLA leave, before using unpaid leave rights under the FMLA.

#### **H. Employee Responsibilities**

Employees must provide 30 days advance notice of the need to take FMLA leave when the need is foreseeable. When 30 days notice is not possible, the employee must provide notice as soon as practicable.

Employees must provide sufficient information for the University to determine if the leave may qualify for FMLA protection and the anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions, the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider, or circumstances supporting the need for military family leave. Employees also must inform the University if the requested leave is for a reason for which FMLA leave was previously taken or certified. Employees also may be required to provide a certification and periodic recertification supporting the need for leave.

## **XXI. Pay and Benefits During Leave**

The Office of Human Resources will inform the employee of the current status of pay and benefits during leave. The University requires that employees substitute accrued paid leave to which employees may be entitled to cover the employee's Family and Medical Leave Act ("FMLA") leave, before using unpaid leave rights under the FMLA.

If an employee has no accrued paid leave available, the Family Medical Leave ("FML") will be unpaid. Vacation and sick leave benefits will not accrue during an FML leave. Additionally, employees on FML leave will not be paid for a holiday(s) that occur during the period that they are on FML leave.

For the duration of the approved FML, the University will maintain the employee's benefits at the same level and under the same conditions as if the employee had continued work, with the exceptions noted above. The employee is required to continue to pay his/her contribution to dependent or family coverage or other elective benefit costs. If on paid leave, premiums will be deducted from pay as usual. If some or all of the leave will be without pay, information on how and when to make premium payments will be provided to the employee. If necessary, employees will be allowed to discontinue coverage and be reinstated to the plan, if they return to work on or before expiration of the FML.

If the employee does not return to work with the University, or returns for less than a period of 30 days after the leave has ended, the employee will owe the University the cost of any benefits provided during the entire duration of the FML, including the employer contribution to the employee's health benefits. No such amount shall be owed if there is a reoccurrence or onset of a serious health condition, or if, in the opinion of the University, there is a change of circumstances beyond the employee's control.