SECTION 4

FACULTY POLICIES

APPLICATION OF STANDARDS

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

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

DEPARTMENTAL STANDARDS

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

1. Academic Tenure
2. Promotion.

Departmental standards will be developed by the faculty personnel committee in cooperation with the department chair. Upon the recommendation of the department chair, the standards will be submitted to the Dean for review and approval. The Dean will submit the criteria to the Vice President for Academic Affairs for approval. Department standards shall be written and made available to each faculty member of the department.

4.1 FACULTY DEFINITIONS

It is the policy for the Cameron University to recognize and implement the functions assigned to regional institutions by the Oklahoma State Regents for Higher Education. These functions are teaching, research, continuing education, and public service. The responsibility for carrying out this policy is shared by the Board of Regents of The University of Oklahoma, and the faculty and staff of the University.
4.1.1 Membership

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

4.1.2 Regular Faculty

The regular faculty includes members of the faculty who are full-time employees of the University and who hold the rank of professor, associate professor, assistant professor, or instructor. Regular faculty may hold one of the following appointments: (1) Tenured; (2) Tenure Track; (3) Non-Tenure Track.

4.1.3 Types of Appointments to Faculty

The regular faculty holds one of three types of appointments:

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

2. **Tenure Track.** Tenure track appointments are for one (1) academic year beginning mid August and ending mid May. The appointments are renewable annually at the option of the University. A person on tenure track will be given written notification of non-reappointment by March 1, by the Vice President for Academic Affairs prior to the termination of the current appointment.

3. **Non-Tenure Track.** A non-tenure track appointment is one in which the faculty member is appointed to the regular faculty but is not eligible to receive tenure. Faculty members below the rank of assistant professor have non-tenure track appointments (instructor is a non-tenure track appointment). Non-tenure track appointments are for one (1) academic year beginning mid August and ending mid May. Faculty with this type of appointment will be given written notification of non-reappointment by March 1, by the Vice President for Academic Affairs prior to the termination of the current appointment.

4.1.4 Supplemental Faculty

The supplemental faculty consists of:

1. **Adjunct Faculty.** Adjunct faculty hold part-time appointments that may be by semester. The rank of such faculty may be adjunct instructor or lecturer. Adjunct faculty will be limited to teaching 9 (nine) hours or less per semester or session.
2. **Temporary.** A temporary faculty member is appointed for a period of one year or less. Upon termination of the temporary appointment, the position, if continued, will be opened and advertised.

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

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

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

4.1.5 **Length of Appointments**

Because of the budget balancing amendment of the Oklahoma Constitution, the Board of Regents of the University of Oklahoma may not obligate itself beyond a current fiscal year for salaries or compensation in any amount to its employees. The Board of Regents does, however, recognize the intent to reappoint tenured personnel within existing positions that are continued the next academic year subject to sufficient allocations or appropriations of funds.

4.1.6 **Initial Appointments to the Regular Faculty**

Appointments to the regular faculty are made by the University of Oklahoma Board of Regents. Consideration for appointment by the University of Oklahoma Board of Regents is given after recommendation by the University President.

4.1.7 **Appointments to the Supplemental Faculty**

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

4.1.8 **Appointments to the Summer Teaching Faculty**

An appointment to the summer faculty is limited to the specific summer for which the appointment is made. The University President or his/her designee makes appointments for the Summer Session and these appointments do not require University of Oklahoma Board of Regents approval.

4.1.9 **Full and Part-Time Appointments**

1. **Full-Time Appointments.** Full-time faculty have instructional and non-instructional duties as assigned by the University. Instructional duties include but are not limited to the teaching of assigned classes, evaluating the students in the classes, and meeting
with those students who require assistance in their classes. Non-instructional duties include but are not limited to conducting research and other scholarly activity, recruiting students, retaining students, advising students, serving on committees, sponsoring organizations, continuing certification and participating in professional organizations. A full-time faculty member should generally carry an instructional load of twelve (12) per semester and a non-instructional equivalent load of three (3) hours per semester so the full-time load would be the equivalent of fifteen (15) hours per semester.

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

3. **Adjunct Appointments.** Adjunct appointments are temporary appointments made for one semester or summer session only and involve instructional duties for certain course sections only. Compensation is determined at the University level. Adjunct faculty will be limited to 9 hours per semester or session.

4.2 **ACADEMIC RANK AND PROMOTION OF FACULTY**

4.2.1 **Rank or Promotion Granted By Board of Regents**

Academic rank or promotion in academic rank is granted by the Board of Regents of the University of Oklahoma upon recommendation of the University President. Determination of merit and recommendation for granting promotion in rank shall be in accordance with departmental standards and the promotion policies and procedures of the University as well as the minimum criteria, policies, and procedures contained in this policy.

4.2.2 **Concepts and Understandings Regarding Rank and Promotion Policies**

1. The highest interests of the University will best be served through a spirit of cooperation and a sense of mutual confidence among the faculty, the department chairs, the academic deans, the Vice President for Academic Affairs, and the President of the University. The procedure for recommending promotion in rank is designed to systematize as well as to encourage such cooperation and mutual confidence.

2. The determination of professional training and/or experience to meet the criteria for assignment of rank will be the responsibility of the appropriate academic officer (or officers) on campus. They will consult with peers or supervisors of those who are being considered for changes in rank.

3. Instructional personnel who are not subject to assignment of rank may be classified by titles such as special instructors, lecturers, graduate assistants, adjunct teachers, and part-time teachers.

4. An instructor, upon completion of all degree requirements for the doctoral degree and presentation of official documentation from the granting institution to the Vice President for Academic Affairs and having met the criteria of assistant professor,
may receive promotion to the rank of Assistant Professor with approval of the Board of Regents of the University of Oklahoma.

5. For the ranks of Associate Professor and Professor, the number of years specified for higher education teaching experience and the number of years of experience at a given rank must be completed before applying for promotion in rank.

6. A faculty member must complete at least two years of employment at Cameron University before applying for promotion to the rank of Associate Professor or Professor.

7. Any exception to the policy on promotion in rank is the domain of the President of the University in conjunction with the Board of Regents of the University of Oklahoma.

4.2.3.1 Principal Academic Ranks of the University

The principal academic ranks of the University shall be Professor, Associate Professor, Assistant Professor, and Instructor. Minimum qualifications for these ranks shall be as follows:

1) **Professor:**

- An earned doctorate or terminal degree relevant to the teaching field awarded by a regionally accredited or internationally recognized institution. (*Appendix A*)
- Ten (10) years of higher education teaching experience in full-time appointment(s) at Cameron University or other regionally accredited institutions.
- Four (4) years of experience at the associate professor rank.
- Demonstrated record of effective classroom teaching, extensive scholarship/research, extensive contributions to the institution and profession, and, in appropriate instances, exemplary performance of non-teaching or administrative duties.
- Commendable or outstanding achievement of all of the categories: effective classroom teaching, research/scholarship, contributions to the institution and profession, and in selected instances, performance of non-teaching or administrative duties.

2) **Associate Professor:**

- An earned doctorate or terminal degree relevant to the teaching field awarded by a regionally accredited or internationally recognized institution.
- Five (5) years of higher education teaching experience in full-time appointment(s) at Cameron University or other regionally accredited institutions.
- Four (4) years of experience at the assistant professor rank.
- Demonstrated record of effective classroom teaching, scholarship/research, contributions to the institution and profession, and, in appropriate instances, successful performance of non-teaching or administrative duties.
X Noteworthy achievement in classroom teaching and on at least one other criterion: research/scholarship, contributions to the institution and profession, or in appropriate instances, performance of non-teaching or administrative duties.

3) Assistant Professor:

X An earned doctorate or terminal degree relevant to the teaching field awarded by a nationally accredited or internationally recognized institution.

X Academic credentials which indicate the potential for effective classroom teaching, scholarship/research, contributions to the institution and profession and in appropriate instances successful performance of non-teaching or administrative duties.

4. Instructor:

An earned master’s degree relevant to the teaching field awarded by a regionally accredited or internationally recognized institution. A baccalaureate degree is required for faculty teaching only in selected fields in associate in applied science degree programs.

4.2.3.2 Honorary Titles

Faculty members with distinguished service may receive additional recognition:

1) Distinguished Professor. A Cameron University professor who has held the rank for a minimum of five (5) years may be considered for the rank of Distinguished Professor. This award should be given on the rare occasions when superior performance and contributions to the discipline and University should be recognized. The department personnel committee will be responsible for determining whether or not a candidate has contributed in an exemplarily manner in the major faculty responsibilities of instruction, research, growth in their discipline, service to the institution, and service to the community. A portfolio supporting the nomination should be prepared by the candidate. Substantial evidence should be included in the portfolio of exceptional instructional performance, nationally and potentially internationally established recognition of research, institutional service, and community service. Upon the recommendation of the department personnel committee, the department chair shall review the nomination and recommend or not recommend the candidate to the Dean. If the department chair does not recommend the candidate, he/she will prepare a written explanation for the department personnel committee and the candidate. Upon receipt of the department chair’s recommendation, the Dean will review the nomination and forward to the Vice President for Academic Affairs the approval or disapproval of the candidate's nomination. If the Dean does not recommend approval, he/she will inform the department chair and the candidate of the decision in writing. The Vice President for Academic Affairs will make a recommendation to the President for awarding or not awarding the title after reviewing the committee’s recommendation and considering those recommendations with the other evidence presented. If the Vice President for Academic Affairs does not recommend approval, he/she will inform the Dean, department chair, and the candidate of the decision in writing. Cameron University’s President will review all recommendations and the summary of the evidence and determine if the awarding of the title is appropriate. The President will forward his/her recommendation to the University of Oklahoma Board of Regents for awarding of the Distinguished Professor title. If the President does not recommend the awarding of the title, the Vice President for Academic Affairs,
Dean, Department Chair, and candidate will receive a written explanation for the decision. The Faculty Senate is limited to nominating one candidate per academic year. Distinguished Professor appointments shall be strictly honorary and without stipend.

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

4.2.3.3 Other Academic Titles

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

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

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

Graduate teaching assistants shall function under the direction of the department chair or a faculty member assigned by the department chair or the Dean to supervise the graduate teaching assistant.

Appointment to the graduate teaching assistant position carries no University commitment to reappointment or continuation beyond that specified in the notice of appointment, and these persons are ineligible to vote on matters involving
1. **Graduate Research Assistant.** This title is assigned to a graduate student who is appointed to assist one or more faculty members conducting academic research or other scholarly work. Persons employed with this title must have completed a baccalaureate degree, have been admitted into the School of Graduate Studies with provisional or higher status, be enrolled in six or more graduate-level semester hours during each semester of employment (three semester hours for summer term), and possess other qualifications determined by the academic unit offering the position to include substantial appropriate subject matter expertise requisite to the research.

The graduate research assistant will be supervised by a faculty member designated by the Dean, appropriate Vice President, or President.

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

4.2.4 **Experience Requirements**

Faculty members generally remain at the same rank for a minimum of four (4) years.

4.2.5 **Educational and Experience Requirements**

The educational and experience requirements delineated above do not imply that attainment of given educational qualifications and/or experience requirements shall be the sole criteria for granting rank or promotion in rank.

4.2.6 **Criteria for Promotion in Rank**

Providing that candidates possess the required educational and experience requirements, promotion in rank is based upon meeting the University and departmental standards in the following areas: 1) effective classroom teaching, 2) scholarly activities, 3) contributions to the institution and profession, and 4) performance of non-teaching or administrative duties.

4.2.7 **Effective Classroom Teaching**

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

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

Effectiveness will be documented by student evaluation of instruction; peer, department chair and/or Dean evaluations; and program assessment of majors.
4.2.8 Scholarship/Research

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

Examples of scholarship/research are adaptations of knowledge to the learning environment, development of marketable instructional materials, creative artistic works evaluated by juries or panels; invitation for professional presentations or performances, articles in refereed or editor-evaluated publications, successful development and awarding of grants for the institution, selected unpublished research, books, monographs, inventions, patented or copyrighted products, etc.

4.2.9 Contributions to the Institution and the Profession

Contributions occur when a faculty member applies his/her professional expertise beyond the classroom and research/scholarship responsibilities to advance the institution and profession. These contributions should be correlated with the educational needs of the student body and the objectives of the University.

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

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

4.2.10 Performance of Non-Teaching or Administrative Duties

These duties include, but are not limited to student advisement; departmental management; public relations; classroom, studio, office or other physical facility management; personnel management; equipment and supplies management; fiscal management; and time management.

4.2.11 Exceptions

Exceptions to criteria for promotion in rank may be recommended by the President.

4.2.12 Promotion Process

It is the responsibility of the individual faculty member to initiate the request for a promotion in rank and to prepare the portfolio of materials. The portfolio must include the annual faculty development and evaluation documents. The department chair will advise the
faculty member in preparation of this request. The following steps outline the procedures in the promotion process. A Portfolio Transmittal Form to certify the receipt dates and transmittal dates at each step of the promotion process must accompany the request and is available from the department chair.

Step 1 – By November 1, the faculty member files a written request with the department chair which must be accompanied by a portfolio exhibiting documentation of effective teaching; research/scholarship; contributions to the institution and profession, and performance of non-teaching or administrative duties.

Step 2 – By December 1, the department personnel committee completes a review of the portfolio and interviews the faculty member providing the department chair with a written recommendation on promotion. The chair reviews the portfolio, evaluates each performance criterion, and considering the recommendation of the department personnel committee decides either to recommend approval or disapproval of the request. In either instance, the department chair notifies the faculty member of the action, providing reasons in writing for the decision, and forwards the request with an evaluation and a statement recommending approval or disapproval to the dean of the school.

Step 3 – By January 15, the Dean of the school reviews the portfolio, evaluates each performance criterion, and decides either to recommend approval or disapproval of the request. In either instance, the Dean of the school notifies the department chair and the faculty member of the action, providing reasons in writing for the decision, and forwards the request with an evaluation and a statement recommending approval or disapproval to the Vice President for Academic Affairs.

Step 4 – By February 15, the Vice President for Academic Affairs reviews the portfolio, evaluates each performance criterion, and decides either to recommend approval or disapproval of the request. In either instance, the Vice President for Academic Affairs notifies the Dean of the school, the department chair, and the faculty member of the action, providing reasons in writing for the decision. If the Vice President for Academic Affairs recommends approval of the request, the evaluation and a statement of approval are forwarded to the President.

Step 5 – By March 15, upon receiving a recommendation for approval from the Vice President for Academic Affairs the President decides either to approve or disapprove the request. If approved, the recommendation is forwarded to the Board of Regents of the University of Oklahoma, normally at the May meeting. Whether approved or disapproved, the President informs the Vice President for Academic Affairs who notifies in writing the Dean of the school, the department chair, and the faculty member. A decision by the President to disapprove a request for promotion should be accompanied by reasons in writing.

It is the responsibility of the individual faculty member to monitor the flow of materials through the process. At any step in the process, the faculty member may withdraw a request for promotion in rank.

4.3 ACADEMIC TENURE

a) Tenure is a privilege and a distinctive honor. Tenure is defined as continuous reappointment, which may be granted to a faculty member in a tenure-track position, subject to the terms and conditions of appointment.

b) The tenure decision shall be based on a thorough evaluation of the candidate’s total
contribution to the mission of the University. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address at a minimum whether each candidate has achieved excellence in the following criteria: 1) teaching; 2) research/scholarship; 3) institutional and professional service; and 4) performance of non-teaching or administrative duties. The University may formulate standards for this review and determine the appropriate weight to be accorded each criteria consistent with the mission of the academic unit.

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

d) The terms and conditions of every appointment or reappointment shall be stated in writing and be in the possession of both the institution and faculty member before the appointment is consummated. Tenure shall be granted only by written notification after approval by the Board of Regents of the University of Oklahoma. Only full-time faculty members holding academic rank of assistant professor, associate professor, or professor may be granted tenure. Qualified professional librarians shall be considered faculty members if they are given academic rank.

e) The Board of Regents of the University of Oklahoma intends to reappoint tenured personnel to the faculties of the institutions under its control within existing positions that are continued the next year. The Board of Regents of the University of Oklahoma reserves the right to terminate tenured faculty at the end of any fiscal year if the Legislature fails to allocate sufficient funds to meet obligations for salaries or compensation.

f) Not more than sixty-five percent (65%) of the full-time faculty at the University may hold tenure at any one time.

4.3.1 Periods of Appointment and Tenure

Faculty members holding the academic rank of assistant professor, associate professor, or professor may receive tenure at any time. Normally, faculty members shall be on probation for four (4) years after date of first being employed by the University in a tenure track position. Years of experience in a non-tenure track position may be used for the probation only if approved by the University. Six (6) years shall be the maximum probationary period for the eligible faculty member to become eligible for tenure. If, at the end of six (6) years any faculty member has not attained tenure, the faculty member may be retained on the faculty until the end of the academic year following that in which there was notification of the denial, unless there are reasons (under Section 4.3.4) to the contrary.

For the purpose of determining probationary employment of faculty members for tenure consideration, sabbatical leave counts as a part of the period of probationary employment, and a leave of absence is not included as part of the probationary period.

4.3.2 Procedure for Granting Tenure and Reviewing for Tenured Faculty

The normal procedure for granting tenure is initiated by the faculty member during the fifth, or sixth year of service to the University in a tenure-track position. The following steps outline the normal process:
Step 1 – By October 15, the faculty member files a written request for tenure with the department chair. It is the responsibility of the individual faculty member to initiate the request for tenure and to prepare the portfolio of materials. The request must be accompanied by a portfolio exhibiting documentation of excellence in teaching, in research/scholarship, in contributions to the institution and profession, and in performance of non-teaching or administrative duties, if appropriate. The portfolio must also include the annual faculty development and evaluation documents.

Step 2 – By November 15:

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

b) The department chair/dean shall call a meeting of the Tenure Review Committee to initiate discussion of the request. After each member of the Tenure Review Committee critiques the portfolio and each performance criterion, the faculty member’s performance shall be reviewed, discussed, and evaluated by the Tenure Review Committee. This review shall be conducted in a manner that allows for input from non-tenured colleagues, students, alumni, and administrative information from the department chair. After completion of the review, a poll by secret ballot of the Tenure Review Committee will be taken to determine whether a recommendation for the granting of tenure will be made. A simple majority rule shall prevail. The Tenure Review Committee shall then send the portfolio, the committee’s vote, and their recommendation to grant or to deny to the department chair. All ballots are to be retained by the chair of the Tenure Review Committee until a final decision is reached concerning the request. The ballots shall then be destroyed.

Step 3 – By December 1, the department chair shall review the Tenure Review Committee’s vote, critique the portfolio, evaluate each performance criterion, and decide whether to recommend the granting of tenure. The department chair will then forward a recommendation concerning the request and all documentation to the Dean of the school. The department chair will also provide in writing a statement of his/her action to the Tenure Review Committee and faculty member.

Step 4 – By January 1, the Dean of the school shall review the department chair’s recommendation, the Tenure Review Committee’s vote, critique the portfolio, evaluate each performance criterion, and decide whether to recommend the granting of tenure. The Dean will then forward a recommendation concerning the request and all documentation to the Vice President for Academic Affairs. The Dean will also provide in writing a statement of his/her action to the department chair, Tenure Review Committee and faculty member.

Step 5 – By February 1, the Vice President for Academic Affairs recommends granting or denying tenure and notifies the faculty member in writing.

Step 6 – By May 1, upon receiving a recommendation from the Vice President for Academic Affairs, the President decides either to approve or disapprove the request for tenure.

If the President approves the request for tenure, she/he recommends the granting of tenure
to the Board of Regents of the University of Oklahoma normally at the May meeting. The President then reports the Regents’ action to the Vice President for Academic Affairs, the Dean of the school, the department chair, and the faculty member.

If the President disapproves the request for tenure, she/he notifies the Vice President for Academic Affairs, the department chair, the Tenure Review Committee, and the faculty member. A decision by the President to disapprove a request for tenure should be accompanied by reasons in writing. Since only the Board of Regents may grant tenure based upon a recommendation by the President, de facto tenure is nonexistent.

### 4.3.3 Concepts Regarding Tenure

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

2. A maximum of sixty-five (65) percent of the full-time faculty at the University may hold tenure at any one time. In the event the sixty-five (65) percent limit is reached, there will be no additions to the tenured faculty at Cameron University. However, the tenure process on campus will continue. Faculty members recommended for tenure will be placed in a priority-hold status by year pending vacancies.

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

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

5. After the process is completed, the following action should be taken:
   a) The results of all balloting and recommendations from the Dean, department chair, and the Vice President for Academic Affairs will be placed in the personnel file of the candidate.
   b) The portfolio and a copy of all recommendations will be returned to the candidate.
   c) Other confidential, relevant records leading to tenure shall then be destroyed.

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

7. Any exception to the policy on tenure is the domain of the President of the University in conjunction with the Board of Regents of the University of Oklahoma.

### 4.3.4 Causes for Dismissal or Suspension of Tenured Faculty

No tenured member of the faculty shall have his/her appointment terminated in violation of the principles of tenure adopted by the Board of Regents of the University of Oklahoma except for one or more of the following causes:
a) Conviction of a felony  
b) Moral turpitude  
c) Insubordination  
d) Incompetence  
e) An act or acts which demonstrate unfitness to be a member of the faculty  
f) Bona fide lack of need for one’s services in the University  
g) Bona fide necessity for financial retrenchment  
h) Resignation  

4.3.5 Suspension of a Tenured Faculty Member

The President of the University shall have the authority to suspend any faculty member formally accused of causes a, b, c, d, or e (listed above). The President shall notify the Board of Regents of the University of Oklahoma of the terms and conditions of the suspension. A faculty member should be suspended only if harm to the faculty or students is possible or disruption of proper conditions for teaching and learning are threatened by the faculty member’s continuance. During the suspension period, compensation for the suspended person should be continued. If during the suspension period the faculty member is convicted of a felony or a crime involving moral turpitude, the institution shall not continue compensation.

4.3.6 Dismissal of a Tenured Faculty Member for Cause

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

This conference may result in agreement that the dismissal proceedings should be discontinued or that the best interest of the tenured faculty member and the University would be served by the faculty member’s resignation.

If this conference does not result in mutual agreement, the Vice President for Academic Affairs will submit a recommendation in writing with rationale to the faculty member and to the President. If the President concurs with the recommendations for dismissal, the President shall send written notification to the faculty member and to the Vice President for Academic Affairs. The faculty member will be notified by registered mail with a return receipt requested. Every reasonable effort must be made by the President to insure that the communication is delivered to the faculty member without delay.

4.3.7 Disciplinary Action Other Than Dismissal or Suspension

Disciplinary action affecting the terms of employment taken by the University against a tenured faculty member must be based upon causes stated in this chapter. Disciplinary action shall begin with a conference between the tenured faculty member and the appropriate academic officer. If as a result of the conference, the academic officer finds that disciplinary action is warranted, a written recommendation for action should be forwarded to the appropriate Dean/department chair. If, after review, the Dean decides not to proceed with further disciplinary action, both parties should be notified in writing. If the Dean/department chair determines that additional action is warranted, then a conference
with the tenured faculty member should be arranged. The Dean/department chair may
determine that no further action is necessary. If however, additional action is warranted, the
faculty member and the Vice President for Academic Affairs shall be notified in writing
within fourteen (14) days. The Vice President for Academic Affairs should arrange for a
conference with the faculty member. The Vice President may then determine that no
additional action is necessary. However, the Vice President for Academic Affairs should
notify the faculty member in writing if an additional plan of disciplinary action is made. A
copy of the disciplinary action should be placed in the faculty member’s personnel file.

4.3.8 Dismissal of Tenured Faculty for Program Discontinuance or Financial
Retrenchment

A faculty member with tenure whose position is terminated based on genuine financial
retrenchment, bona fide discontinuance of a program or lack of need for one’s services, will
be given five (5) months written notice unless an emergency arises.

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

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

4.3.9 Appellate Committee on Dismissal of Tenured Faculty Members

A faculty member who receives notice of pending dismissal may request and shall be
afforded a hearing before the Appellate Committee on Dismissal of Tenured Faculty
Members. Failure to make a request in writing to the President within fourteen (14) days
after receipt of notification shall constitute a waiver by such faculty member of his right to a
hearing before the Appellate Committee on Dismissal of Tenured Faculty Members. The
University shall institute an Appellate Committee on Dismissal of Tenured Faculty
Members. The committee shall not exceed nine (9) tenured faculty members, eight (8) of
whom shall be nominated or elected by the faculty governing body of the University and
one member appointed by the President of the University. A quorum shall be five (5)
members or a majority of qualified members of the committee. Initially, one half (1/2) of the
elected members shall be elected for twelve (12) months and one half (1/2) shall be elected
for twenty-four (24) months; thereafter, one half (1/2) shall be elected each year. No
member may serve more than two (2) consecutive terms. One (1) or more alternate
members of the committee shall be elected to serve in the event a regular member is
unable to serve. If any member of the committee is an interested party in a case that
comes before the Appellate Committee on Dismissal of Tenured Faculty Members, said
committee member shall not serve on that case.

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

The decision of the committee will be based on majority vote. The committee will elect its
own chair, who will have the right to vote.

4.3.10 Appeal Procedures for Tenured Faculty
After a faculty member has requested a hearing before the Appellate Committee on Dismissal of Tenured Faculty Members, service of notice of hearing with specific charges in writing will be made at least twenty (20) days prior to the hearing. The faculty member may respond by waiving the hearing and filing a written brief or the matter may proceed to a hearing. If the faculty member waives hearing, but denies the charge or asserts that the charges do not support a finding of adequate cause, the Appellate Committee on Dismissal of Tenured Faculty Members will evaluate all available evidence, including testimony and documentary evidence presented by the University, and make its recommendation upon the evidence in the record.

a) If the faculty member requests a hearing, the Appellate Committee on Dismissal of Tenured Faculty Members shall, with due diligence considering the interests of both the University and the faculty member affected, hold a hearing and report its findings and recommendations to the University President and to the involved faculty member.

b) At hearings before the Appellate Committee on Dismissal of Tenured Faculty Members, faculty members and the University shall be permitted academic advisors and/or counsel. A court reporter will be retained by the University to record the proceedings. Parties will pay the cost of a copy of the transcript. The hearing shall be conducted in a closed session.

c) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the University will attempt to secure the cooperation of such witnesses and will make available necessary documents and other evidence within its control. No employee of the institution, regardless of position, should be excluded or excused from appearing before the committee, if available.

d) The faculty member and the University will have the right to cross examine all witnesses present. Depositions are admissible whenever a witness cannot appear.

e) The committee may conclude by secret ballot: a) that adequate cause for dismissal has been established by the evidence; b) that adequate cause for dismissal has not been established by the evidence, or c) that adequate cause for dismissal has been established, but an academic penalty less than dismissal, including removal of tenure, would be more appropriate. The committee may make any other recommendations it determines are appropriate. The committee’s findings and recommendations shall be made to the University President. The committee shall send a copy of its findings and recommendations to the affected faculty member.

f) The President shall notify the affected faculty member of his/her recommendation to the Board of Regents of the University of Oklahoma. The faculty member shall have the right to request the Board of Regents of the University of Oklahoma to review adverse findings and recommendations of the President. The request must be in writing and filed within fifteen (15) days after the President of the University mailed the notification to the faculty and to the Board of Regents of the University of Oklahoma. If the affected faculty member does not timely request that the Board of Regents of the University of Oklahoma review the president’s findings and recommendations, the President’s determinations become final and binding.

g) In the event the faculty member submits a timely request to the Board of Regents of the University of Oklahoma to review adverse findings and recommendations of the
President, the faculty member must indicate whether he/she desires a hearing of all of the evidence of the case, otherwise the review will be a review of the record of the case. The Board of Regents of the University of Oklahoma has the discretion to determine whether the review will be a de novo hearing or a review of the record.

h) Public statements and publicity about the case by the University will be avoided until the proceedings, including consideration by the Regents, have been concluded.

4.3.11 Non-Tenured Faculty

Annual Evaluation. The performance of non-tenured faculty members shall be evaluated by March 1 of each year and the results of the evaluation shall be placed in the personnel file of the non-tenured faculty member. The non-tenured faculty member shall be given a copy of the evaluation.

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

Termination for Cause or Suspension of Non-Tenured Faculty. The termination of employment for cause or suspension of a non-tenured faculty member within an existing contract period shall follow the same procedures and be limited to the same reasons as provided for tenured faculty members who are terminated for cause or suspended. A failure to re-appoint may be without specific or stated cause.

4.4 Post-Tenure Review Policy

4.4.1 Purpose

Post-tenure review is a periodic peer-based evaluation of tenured faculty, for the purpose of guiding career development and, when judged necessary, improving faculty performance. The post-tenure review process is based on and extends the annual evaluation of faculty described in Section 4.7 through two processes: (1) a retrospective review of faculty performance in teaching, research/creative activity and service over the five years preceding the review, and (2) a formative evaluation for future professional growth.

For all faculty, post-tenure review provides a formal opportunity for self-assessment and discussion with peers about professional development. For those faculty whose performance is judged to be below expectations, the evaluation leads to the formulation of a professional development plan, the purpose of which is to assist the faculty member to raise his or her level of performance to meet or exceed the expectations for tenured faculty.

Post-tenure review is mandatory for all tenured faculty who are reviewed under Section 4.7 unless they have signed an agreement to retire within the two years following the year of the scheduled review or have entered into a formal phased retirement agreement with the University.

Bearing in mind the value and importance of academic freedom and procedural due process to
the well being and success of the academic community, the University acknowledges and supports in principle the policies and procedures set forth in the AAUP's Standards for Good Practice in Post-Tenure Review. Post-tenure review is not a reevaluation of a faculty member's tenure status, nor is it intended as means to effect programmatic change. The post-tenure review process will be carried out in a manner that is consistent with the University's policies on academic freedom and responsibility (Sections 5.1 and 5.3) and on faculty evaluation (Section 4.7). Post-tenure review will be based on the criteria for annual review established by the faculty of the department and approved by the administration.

4.4.2 Timing

1. Time Process Starts

Post-tenure reviews shall be initiated immediately following the completion of the annual faculty evaluation process.

2. Normal Review

Each faculty member shall undergo post-tenure review in the fifth year after the year in which the faculty member is awarded tenure or promotion, whichever is later, and every fifth year thereafter. Annually, the office of the Vice President for Academic Affairs will identify those faculty to undergo a normal post-tenure review, and establish and publish a time schedule for completing the required steps in the post-tenure review process.

3. Early Review

A post-tenure review shall be initiated earlier than the normal review cycle under the following circumstances:

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

b) A tenured faculty member may request an early review for the purpose of professional development. Such reviews are not subject to the mandatory professional development plan (Section 4.4.7).

4.4.3 Level of the Review

The review will be conducted by a Post-tenure Review Committee composed of the members of the school/department personnel committee, the chair of the department or departments in which the faculty member holds an appointment, unless another arrangement has been approved in writing by the Dean and the Vice President for Academic Affairs. Provided, in
exceptional cases, as determined by the Vice President for Academic Affairs, a senior faculty member outside such department but within the school shall be added to the Post-tenure Review Committee, such member being chosen by the tenured faculty member under review from a list of three candidates selected by the Vice President for Academic Affairs. The results of the review will be forwarded simultaneously to the Dean and the Vice President for Academic Affairs. All recommendations for actions must be forwarded to the Dean for approval.

4.4.4 Components of the Review

Post-tenure review dossiers shall consist of the following elements:

1. Annual evaluations and mini-vitae for the previous five years. The annual evaluations and the accompanying mini-vitae from the five years previous to the review will constitute the primary sources of information about the faculty member's performance. The post-tenure review will take into account the numerical evaluations (on a scale of ----) for: effective classroom teaching; scholarship/research; contributions to the institution and to the profession; professional, University and administrative service if applicable; and the composite evaluation reflecting the relative weights of the four categories.

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

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

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

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

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

4.4.5 Expectations

Faculty members are expected to perform in all categories of the annual evaluation and achieve a composite evaluation of -.-.- or higher on a criterion-referenced scale of ----. The criteria should be specified in the approved evaluation criteria of the department(s) to which the faculty member is appointed. As required under Section 4.7, academic departments should communicate carefully and clearly to their faculty the specific criteria for evaluation of the department that are used for the basis of the annual evaluation.
When and only when a faculty member’s five-year average composite evaluation is lower than ---, the faculty member shall be required to develop and participate in a professional development plan as described in Section 4.4.7.

4.4.6 Feedback

All faculty members undergoing post-tenure review will be provided with written and verbal feedback about how they are developing as professionals and how the Post-tenure Review Committee evaluates the professional goals of the faculty member in relation to the goals and mission of the department and the University. Within thirty days of completing its review of the faculty member’s dossier, the Post-tenure Review Committee will provide the faculty member with a written evaluation of his or her past performance, current status, and future professional goals. In addition, within thirty days of providing the faculty member its written evaluation, the Post-tenure Review Committee will meet with the faculty member to discuss the findings of the review.

4.4.7 Professional Development Plan

A professional development plan is intended to assist a faculty member whose performance is not meeting expectations to bring his or her performance up to the expected level. Participation in a professional development plan is mandatory for faculty members who, during post-tenure review, are found not to meet the expectations for faculty performance, as described in Section 4.8. Other faculty members may request, from the school/department personnel committee, permission to participate in a professional development plan on a voluntary basis to assist in their professional development. Voluntary professional development plans are not subject to the sanctions described in Section 4.4.8 and shall not alter the cycles of the normal and/or early review or otherwise affect those processes.

1. Process

The professional development plan should be prepared cooperatively between the faculty member and the Post-tenure Review Committee. The faculty member should prepare a draft of the plan and submit it to the Post-tenure Review Committee within 30 calendar days after his or her initial meeting with the Post-tenure Review Committee to discuss the results of the post-tenure review. The Post-tenure Review Committee must prepare a final plan, in negotiation with the faculty member, and submit it to the Dean for approval within 60 calendar days after the initial meeting between the Post-tenure Review Committee and the faculty member to discuss the results of the post-tenure review, and within 30 calendar days of its initial receipt of the draft plan from the faculty member. Should the faculty member disagree with the final plan prepared by the Post-tenure Review Committee, he or she may write an appeal to be submitted to the Dean along with the plan, setting forth the reasons for disagreement.

The Dean must notify the faculty member and the Post-tenure Review Committee, in writing, as to whether or not the final plan is approved. If the plan is not approved, the faculty member and the Post-tenure Review Committee must be notified in writing of the reasons for non-approval and the process described in the previous paragraph should be repeated until approval is obtained.

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

2. **Content of the Plan**

The professional development plan should include the following components:

a) Goals and expectations.

b) Proposed activities.

c) A time-line for the plan.

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

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

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

3. **Monitoring, Follow-up, and Final Report**

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

Failure of the faculty member to meet the goals specified in the plan and to bring his/her performance up to the level expected may lead to the recommendation for dismissal of the tenured faculty member as defined in Section 4.3.6. The results of the professional development plan, including without limitation the final report, shall be relevant evidence in such a proceeding. In the proceeding, the University retains the burden of persuasion to show cause, as defined by the Faculty Handbook. Provided, nothing in this policy shall be construed to limit or restrict the University’s authority to undertake the dismissal or suspension of a tenured faculty member as set forth in Section 4.3.4 through Section 4.3.8 of the Faculty Handbook.
Alternative actions may be negotiated and implemented with approval of the Dean and the Vice President for Academic Affairs and may include:

a) resignation, or

b) retirement.

4.4.8 Review of the Post-Tenure Review Policy and Procedures

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

4.5 Probationary Periods

4.5.1 Notification of Employment

The Employment Letter furnished to a candidate for appointment to the faculty shall specify, in addition to the rank and salary, the length of the probationary period entailed in the appointment and any special conditions pertaining to the appointment. All such conditions must be set forth in writing by the Vice President for Academic Affairs and approved by the President whenever any faculty appointment is offered.

4.5.2 Commencement Date of Probationary Period

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

4.5.3 Term of Probationary Period for Assistant and Associate Professors

For a faculty member who is eligible for tenure and whose initial appointment is at the rank of assistant professor or associate professor, the probationary period shall be six academic years or 12 regular semesters, except in cases noted below in paragraph (4.5.4). Included in the probationary period may be prior full-time service (up to a maximum of three years) in professorial ranks at other institutions of higher education. Prior regular full-time service (up to a maximum of three years) that the appointee may have performed in the past at the University in the rank of instructor or above subject to approval by the President after consideration of the recommendations of the appropriate department chair and Dean. Prior full-time service as instructor or in a comparable non-professorial rank at other institutions of higher education and prior full-time service on temporary appointments at the University may also be included as part of the probationary period if this arrangement is agreed upon in writing at the time of the first regular appointment. The parties to such an agreement are the appointee, the academic department chair, the Dean, and the Vice President for Academic Affairs.
4.5.4 Probationary Period Adjustment

In certain unusual cases, tenure may be awarded to faculty members of extraordinarily high merit prior to the end of the sixth probationary year. Any academic department's recommendation to award tenure before the end of the usual probationary period should be accompanied by an accounting of compelling reasons for this action. (Early tenure is not to be an expected reward for outstanding performance. There must be other "compelling reasons" for any exception to the normal probationary period, and any department considering such a recommendation should confer with the Dean prior to proceeding with the tenure consideration. Early tenure cannot be initiated without prior written approval of the Vice President for Academic Affairs and President.) If the University's decision at that time is not to confer tenure, however, the faculty member in question may, subject to continuation or renewal of contract, continue to serve in the probationary period and be considered for tenure again without prejudice.

4.5.5 Term of Probationary Period for Professors

A new faculty member appointed at the rank of professor may be given tenure from the date of appointment, or a probationary period may be set. Persons with three or more years of such prior service may have a probationary period of no more than three years. The probationary period's length shall be set by the tenured members of the appointee's academic department, subject to agreement by the Dean, the Vice President for Academic Affairs, and the President at the time of offer. If a majority of the department's tenured faculty members favor tenure upon appointment, the determination of tenure shall be made in the regular fashion, as specified in Section 4.3.2.

4.5.6 Converting from Part-Time to Full-Time Service

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

4.5.7 Family Leave

If a tenure-track faculty member takes family leave, the probationary period prior to a tenure decision may be extended for one year at the written request of the faculty member with approval of the President after consideration of the recommendations of the appropriate department chair, Dean, and Vice President for Academic Affairs.

4.5.8 Annual Performance Evaluation

During the probationary period, a faculty member will be provided by the chair of the academic department with an annual, written evaluation of performance. Such annual evaluation shall be provided prior to the applicable notification deadline for reappointment, with a copy sent to the Dean and the Vice President for Academic Affairs (Reference Section 4.7).

4.5.9 Notification of Denial of Tenure

A faculty member at any rank who is denied tenure may be retained on the faculty until the end of the academic year following that in which there was notification of the denial, unless there are reasons (under Section 4.3.4) to the contrary.

4.5.10 Starting Date for Tenured Appointments
Faculty members accorded tenure normally will commence their tenured appointments in the academic year immediately following the Regents' action.

4.6 Faculty Development and Evaluation Process

Teaching, scholarship/research, contributions to the institution and to the profession and performance of non-teaching or administrative duties are the professional responsibilities at the University. While this is primarily a teaching University, it is a basic principle of higher education that scholarly research informs effective teaching. At the same time, the University faculty contribute a richness to the culture of the community at large through their unique skills and talents. Evaluation of faculty performance considers these four areas and provides a critical process for continuous improvement of the University and faculty.

1. The Faculty Development and Evaluation Process is designed to improve faculty performance.

2. The Faculty Development and Evaluation Process will provide important information for promotion and tenure decisions.

3. The Process utilizes several sources of data, and these sources are clearly communicated.

4. Evaluation procedures are individualized and flexible.

5. Individualization considers the institution’s nature, directions, and priorities, the administrative unit’s needs, and the individual’s interests.

6. An annual academic performance review (Faculty Development and Evaluation Summary) is submitted for each full-time faculty member. A formal evaluation is conducted for each non-tenured member each year and for each tenured faculty member at least each fifth year.

4.6.1 Faculty Evaluation Process

In addition to the education and experience requirements for appointment to various ranks (Section 4), the Board of Regents of the University of Oklahoma has specified four basic categories upon which academic rank and promotion in rank are based: (1) effective classroom teaching, (2) scholarship/research, (3) contributions to the institution and to the profession, and (4) performance of non-teaching or administrative duties.

The Faculty Development and Evaluation Process of Cameron University is designed to promote faculty development and to assess faculty performance on those prescribed criteria. Documentation for the process includes:

1. Faculty Development and Evaluation Criteria (Section 4.7)

2. Faculty Development Agreement (Departmental Form)

3. Faculty Development and Evaluation Summary (Appendix I)

4.6.2 Procedure

The Faculty Development and Evaluation Criteria (Section 4.7) is utilized for establishing individual development plans and for guiding individual faculty member evaluations.
Performance in each category is weighted by negotiation between the faculty member and the department chair within limits set by the institution and the administrative unit.

Departmental and institutional emphases define the weights of each category as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1</td>
<td>Teaching</td>
<td>50-80%</td>
</tr>
<tr>
<td>Category 2</td>
<td>Scholarship/Research</td>
<td>5-20%</td>
</tr>
<tr>
<td>Category 3</td>
<td>Contributions to the Institution and Profession</td>
<td>10-30%</td>
</tr>
<tr>
<td>Category 4</td>
<td>Performance of Non-teaching or Administrative Duties</td>
<td>0-30%</td>
</tr>
</tbody>
</table>

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

The rating on overall performance is a composite of the ratings in the categories.

Administrative units may also set limits for each category within the institutional parameters.

Completion of the Faculty Development and Evaluation Summary is based upon a conference of the department chair and the individual faculty member during which the relevant criteria for each category are rated. Not all criteria for each category apply to every faculty member. Relevancy of individual criteria is negotiated by the department chair and the individual faculty member.

Commentary is provided in the space provided on the Faculty Development and Evaluation Summary as indicated. The Faculty Development and Evaluation Summary is signed by both the department chair and the individual faculty member. The faculty member’s signature denotes that the evaluation has been conducted according to approved procedures. It does not necessarily mean agreement with the ratings.

A completed Faculty Development and Evaluation Summary for each full-time faculty member is submitted by the department chair to the respective Dean of the school for review.

The Dean of the school reviews the evaluation, provides comments, and signs the instrument. The Dean of the school keeps a copy in the dean’s office and sends a copy to the department chair and a copy to the faculty member.

4.6.3 Evaluation Guidelines

1. Each faculty member will be evaluated on all Category 1 criteria and on criteria from other categories as determined in negotiation with the department chair. However, the development plan to be composed at the beginning of the development-evaluation cycle will specify only areas the faculty and department chair identify for development. These areas may be ones from Category 1 in which the faculty needs improvement as well as special tasks in other categories. It is assumed that performance on required criteria not listed in the development plan will remain stable over the evaluation cycle. Cycle-end evaluation will address both the areas listed in the development plan and the other required criteria.

2. The department chair assumes that the faculty member is functioning at a level of “satisfactory” unless there is evidence to the contrary. For a rating lower than proficient,
the chair has the responsibility of presenting evidence; and for a rating higher than proficient, the faculty member has the responsibility of presenting evidence.

3. Faculty development and evaluation criteria are generally stated in minimum terms. Ratings on criteria vary according to the fruitfulness of efforts.

4. The ratings on the evaluation scale are as follows:

   **OUTSTANDING:** Performance is among the best of colleagues in similar appointments in similar institutions in the respective field nationwide. On applicable criteria faculty member has recognition beyond the state.

   **VERY GOOD:** Performance is among the best of colleagues in similar appointments in similar institutions in the respective field statewide. On applicable criteria, faculty member has statewide recognition.

   **SATISFACTORY:** Performance is productive, effective, and consistent with the achievement of the emphases, objectives, and interests of the institution, the administrative unit, and/or the individual.

   **MARGINAL:** Performance is less than adequate for achieving the emphases, objectives, and interests of the institution, the administrative unit, and/or the individual.

   **UNSATISFACTORY:** Performance fails to contribute to the achievement of the emphases, objectives, and interests of the institution, the administrative unit, and/or the individual.

Teaching effectiveness and contributions to the institution are characteristics that should be evaluated primarily within Cameron University. While some statewide recognition or recognition beyond the state is possible for these categories, such recognition is not expected or necessary to achieve very good or outstanding ratings. The opportunities for statewide recognition or beyond are rare for teaching effectiveness or contributions to the institution. However, there are more opportunities for recognition for contributions to the profession. Scholarly Activity, on the other hand, is clearly an area where statewide recognition or recognition beyond the state is required for commendable or outstanding ratings. Thus, some interpretation is required when statewide recognition or recognition beyond the state is applied.

1. The Faculty Development and Evaluation Summary covers a year of performance except in certain instances; i.e., new faculty, faculty on leave, etc.

2. Only activities, contributions, and involvements directly related to the University or to the faculty member’s educational field are considered in the evaluation.

3. While formal evaluations of tenured faculty are required at least each fifth year, formal evaluations may occur more frequently at the request of either the faculty member or the department chair. In years when a complete evaluation is not done, a continuation memorandum will be submitted by the department chair.

4.6.4 **Steps to Complete Faculty Member Evaluation Process**

1. **By September 15**, the faculty member revises and updates the previous year’s Faculty Development Plan as outlined in Section 4.6.5. It should list any activities completed the
preceding year and not previously included in the Faculty Development Plan. The faculty forwards the revised plan to the department chair.

2. **By October 1,** the faculty member and the department chair meet and review the previous year’s annual evaluation. The department chair should send the completed Faculty Development and Evaluation Summary, Faculty Development Plan, and other documentation (if applicable) to the Dean of the school.

3. **By November 1,** the faculty and the department chair revise and complete the current year’s Faculty Development Plan.

4.6.5 **Faculty Evaluation Guide**

1. The following documents are used:
   
   a) Faculty Development and Evaluation Summary (Appendix I)
   
   b) Faculty Development Plan
   
   c) Documents supporting the categories for development and evaluation

2. The annual evaluation shall be based on the Faculty Development Plan maintained in the academic department.

   a) Before the conference with the department chair, the faculty member should conduct a self-evaluation of the previous year’s accomplishments and succinctly describe progress for each exemplar listed in the preceding year’s Faculty Development Plan. A brief statement indicating whether the exemplar was fully accomplished, partially accomplished, or not addressed is appropriate.

   b) As the faculty member formulates an overall self-rating in the area of teaching, he or she should analyze progress on several exemplars and accurately combine these to give an overall rating. Overall self-evaluation with only one exemplar is not acceptable. Citing marks from a student evaluation, for example, is not adequate evidence for a rating in the area of teaching. The results from the student evaluations represent only one dimension of teaching effectiveness. Multiple methods need to be used to formulate an overall self-rating. For example, results from peer-evaluations, student evaluations, ETS Major Field Achievement Tests, and other exemplars should be combined to support the rating for teaching effectiveness.

   c) In the areas of scholarship/professional activities and service, again evidence from several exemplars needs to be combined to formulate the rating in each area.

   d) The faculty member should write a summary paragraph that combines various activities to give an overall rating for performance. If the standard evaluation form is used, the faculty should mark it to show his or her self-evaluation.

3. Both the faculty member and the department chair should have copies of each of the basic documents.

4. When the self-evaluation is complete, the department chair and the faculty member should schedule a conference.

5. In the conference, the department chair should review the faculty member’s self-
evaluation and make his or her own evaluation of the faculty member and mark it on the evaluation form. Documentation is required for ratings above or below proficient and should be attached to the evaluation forwarded to the Dean.

6. **By March 15**, the department chair should send a copy of the completed Faculty Member Development and Evaluation Summary, the Faculty Development Plan, and other documentation (if any) to the Dean of the school.

7. **By April 15**, the Dean should write comments about the evaluation and plan returning a copy to the department chair.

### 4.7 Faculty Development and Evaluation Criteria

#### 4.7.1 Effective Classroom Teaching

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

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

Effectiveness will be documented by student evaluation of instruction; peer, department chair and/or Dean evaluations; and program assessment of majors.

#### 4.7.2 Scholarship/Research Activities

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

Examples of scholarship/research are adaptations of knowledge to the learning environment, development of marketable instructional materials, creative artistic works evaluated by juries or panels; invitation for professional presentations or performances, articles in refereed or editor-evaluated publications, successful grantsmanship, selected unpublished research, books, monographs, inventions, patented or copyrighted products, etc.

#### 4.7.3 Contributions to the Institution and to the Profession

Contributions occur when a faculty member applies his/her professional expertise beyond the classroom and research/scholarship responsibilities to advance the institution and profession. These contributions should be correlated with the educational needs of the student body and the objectives of the University.
Institutional contributions may consist of, but are not limited to, academic advisement of students, sponsorship of student organizations, membership on ad hoc and standing committees, consultation to other areas of the University, participation in institutional or program self-study activities, and special assignments or responsible participation in activities which advance the academic programs of the University.

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

4.7.4 Performance of Non-teaching/Administrative Duties/Assignments

These duties include, but are not limited to student advisement; departmental management; public relations; classroom, studio, office or other physical facility management; personnel management; equipment and supplies management; fiscal management; and time management.

4.8 CRITERIA FOR PROMOTION

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

The extent to which years spent on leaves of absence will count to fulfill length of service criteria will be determined by mutual agreement between the Vice President for Academic Affairs and the faculty member prior to the granting of such leaves. Such agreements are stated in writing and placed in the faculty member’s personnel file.

4.8.1 For Promotion to Assistant Professor

1. Academic Credentials

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

2. Length of Service

See Section 4.2.3.3. Promotion may be recommended with a shorter length of service than described above by the department/school personnel committee and/or department chair. Rapid promotion is based upon extraordinary qualifications of the faculty member.

3. Teaching Effectiveness
Teaching effectiveness should be the most basic attribute upon which a faculty member is judged for promotion. The areas of teaching effectiveness should include, but not be limited to, the following:

a) Command of one's subject;

b) Ability to organize subject matter and to present it clearly, logically, and imaginatively;

c) Knowledge of current developments in one's subject matter;

d) Ability to relate one's subject to other areas of knowledge;

e) Ability to provoke and broaden student interest in the subject matter;

f) Ability to develop and utilize effective teaching methods, strategies, and instructional technology;

g) Availability for and effectiveness in academic advising and directing of students; and

h) Integrity, fairness, and objectivity in grading or otherwise evaluating students.

4. Professional Activities

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

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

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

c) Application of current scholarship to teaching;

d) Membership in appropriate professional organizations; and

e) Other efforts to continue academic growth.

5. Departmental Service

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

a) Service on departmental committees;

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

c) Development of the departmental or instructional program curriculum and/or courses.
6. **University Service**¹

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

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

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

c) Performance of special administration functions;

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

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

7. **Community Service**²

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

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

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

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

4.8.2 For Promotion to Associate Professor

1. **Academic Credentials**

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

2. **Length of Service**

See Section 4.3.3.2. Promotion may be recommended with a shorter length of service than described above by the department/school personnel committee and/or Department chair. Rapid promotion is based upon extraordinary qualifications of the faculty member.

3. **Teaching Effectiveness**

a) See criteria Section 4.8.1.3.

¹Activities in these categories may be considered but should not be mandatory.

²Ibid.
b) In addition, the faculty member shall have achieved recognition by other faculty and students as a superior teacher.

4. Professional Activities

a) The criteria required for promotion to Assistant Professor shall have been met; in addition, the faculty member shall:

b) Actively participate in professional organizations and

c) Engage in research or other scholarly activities. These might include, but are not limited to the following:

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

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

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

4) Service on statewide committees;

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

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

5. Departmental Service

a) The types of service listed in the criteria for Assistant Professor shall be considered. In addition to such service the faculty member shall:

b) Have served in a leadership capacity in appropriate departmental activities; and

c) Have, when possible, assumed leadership in the design, development, or implementation of new techniques, strategies, courses, academic programs, degrees, or other academic endeavors.

6. University Service

a) The types of service listed in the criteria for Assistant Professor shall be considered. In addition to such service the faculty member shall:

b) Have assumed positions of leadership in the performance of such service.

7. Student Service

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

a) Participation in department or University recruitment activities;

b) Sponsorship or directorship of student professional organizations;
c) Sponsorship of student clubs and social organizations; and

d) Supervision of other organized student activities.

8. **Community Service**

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

### 4.8.3 For Promotion to Professor

1. **Academic Credentials**

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

2. **Length of Service**

   See Section 4.3.2.1. Promotion may be recommended with shorter length of service by the department/school personnel committee and/or department chair. Rapid promotion is based upon extraordinary qualifications of the faculty member.

3. **Teaching Effectiveness**

   a) The criteria listed in the section on Associate Professor shall have been met. In addition, the faculty member shall:

   b) Have made outstanding contributions to instructional programs, curriculum, and/or methodologies.

4. **Professional Activities**

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

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

   c) In addition, the following should be considered:

      1) Receipt of awards, grants, or fellowships;

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

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

5. **Departmental Service**

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

6. **University Service**

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

7. **Student Service**
The criteria listed in the section on Associate Professor shall have been met.

8. Community Service

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

4.8.4 For Promotion to Librarian/Assistant Professor

1. Academic Credentials

To be considered for promotion for Librarian/Assistant Professor, a Master’s of Library Science from an American Library Association accredited institution and substantial progress toward meeting the academic credential requirement for promotion to Librarian/Associate Professor are necessary.

2. Length of Service

Completion of three years of full-time service as an academic librarian at an accredited institution(s) of higher education is required.

3. Effectiveness in Duties and Responsibilities

The basic quality that must be evident is the ability to perform at a high professional level in a specific area of responsibility and in other related areas that contribute to the achievement of the goals of the University Library and to the educational, research, and service missions of the University.

Areas of library effectiveness shall include, but not be limited to, the following:

a) Knowledge of the academic library's function and responsibilities;

b) Command of duties and responsibilities as specified in assigned job description;

c) Ability to organize and administer duties and responsibilities clearly, logically, and imaginatively;

d) Ability to positively stimulate colleagues and promote harmonious working conditions; and

e) Engagement in activities of research and creative achievement.

4. Professional Activities

The term “professional activities” refers to activities directly related to the faculty member's profession. Representative professional activities may include, but are not limited to:

a) Membership in professional organizations; attendance at professional meetings, conventions, conferences, workshops, or institutes; and active participation therein;

b) Publishing in or editing professional journals or other publications;
c) Continuing efforts to remain abreast of developments in the areas of specialization; and

d) Service on local, state, national, or international commissions, advisory boards, or agencies utilizing professional expertise.

5. University Service

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

a) Participation in committees or organizations within the University;

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

c) Performance of special administrative functions; and

d) Service as a representative of Cameron University to external organizations.

6. Other Types of Service

Contributions by librarians in the areas of departmental service, community service, and student service shall also be considered.

4.8.5 For Promotion to Librarian/Associate Professor

1. Academic Credentials

To be considered for promotion to Librarian/Associate Professor, possession of an earned doctorate in an appropriate discipline or a second master’s degree germane to one’s duties and responsibilities may be considered. The Vice President for Academic Affairs and the Director of Library Services shall determine appropriateness of the second master’s degree.

2. Length of Service

Six years of full-time service as an academic librarian at an accredited institution(s) of higher education is required. Promotion may be recommended with a shorter length of service by the Library Personnel Committee and/or Director of Library Services. Normally, more rapid promotion is based upon extraordinary qualifications of the faculty member.

3. Effectiveness in Duties and Responsibilities

Promotion to this rank requires documented evidence of outstanding professional performance and substantial accomplishments in fulfilling all obligations of a librarian. In addition, the faculty member shall have achieved recognition by the faculty and administrators as a superior librarian.

4. Professional Activities

Professional activities described in the criteria for Librarian/Assistant Professor shall be
considered. In addition, promotion to this rank requires documented evidence of professional performance through

a) Publication of books, chapters, essays, or other scholarly efforts and/or;

b) Presentation of original productions or creative works before either scholarly audiences or other appropriate forums and/or;

c) Leadership in library conferences, meetings, institutes, or other professional activities.

5. University Services

The type of service listed in the criteria for Librarian/Assistant Professor shall be considered. In addition to such service, the candidate shall have assumed leadership in committees or organizations within the governance structure of the University.

6. Other Types of Service

Contributions by librarians in the areas of departmental service, community service, and student service shall also be considered.

4.8.6 For Promotion to Librarian/Professor

Promotion to this rank shall require a consistently outstanding level of performance and continued excellence in contributions in all areas of library activities.

1. Academic Credentials

To be considered for promotion to Librarian/Professor, an earned doctorate in an appropriate discipline is necessary.

2. Length of Service

Ten years of full-time academic library service at an accredited institution(s) of higher education is required. Promotion may be recommended with a shorter length of service by the Library Personnel Committee and/or Director of Library Services. Normally, more rapid promotion is based upon extraordinary qualifications of the faculty member.

3. Effectiveness in Duties and Responsibilities

The candidate shall have provided a consistently outstanding level of performance.

4. Professional Activities

Professional activities described in the criteria for Librarian/Associate Professor shall be considered. In addition, the following may also be considered:

a) Receipt of awards, grants, or fellowships; and

b) Appointed or elected positions of leadership within state, regional, or national library organizations.

5. University Service
The criteria listed for Librarian/Associate Professor shall have been met.

6. Other Types of Service

Contributions by librarians in the areas of departmental service, community service, and student service shall also be considered.

4.9 FACULTY LOAD

University faculty may have responsibilities in four areas:

1. Instruction;
2. Scholarship/research;
3. Contributions to the institution and to the profession;
4. Non-teaching or administrative duties.

The scope and variety of service and non-teaching or administrative assignments will depend upon the needs of the departments, schools, and University at large.

Faculty load assignments will be monitored each semester by the department chair, reviewed and approved by the Dean of the school.

4.9.1 Teaching

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

4.9.2 Scholarship/Research

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

4.9.3 Contributions to the Institution and to the Profession

1. Student Advisement

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

2. Committees and Advisory Service

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

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

4. **Public**

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

4.9.4 **Performance of Non-teaching or Administrative Duties**

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

4.10 **Personnel Records**

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

4.10.1 **Personnel Office**

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

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

3. All personnel actions requiring University of Oklahoma Board of Regents Approval.

4.10.2 **Academic Dean’s Office**

1. Detailed evidence of academic and professional credentials will be maintained in the appropriate School’s Academic Dean’s office.
2. Summary copies of ratings and evaluations of the faculty member made by students and/or supervisors and the formal recommendations made by committees to the department chair or higher authorities concerning any personnel action. Copies will be maintained of all non-reappointment notices, reappointment notices, promotion actions, and tenure actions.

4.10.3 Access to Personnel Files

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

The faculty member may authorize, by written statement to the Vice President for Academic Affairs, access to the file by a person not indicated in this section. In addition, Cameron University may permit access to personnel records to comply with lawful requests of federal or state agencies or legal proceedings. Specifically, personnel files shall be made available for inspection, copying, and/or mechanical reproduction under the Oklahoma Open Records Act, 51 O.S. § 24A.7.

4.11 DETERMINATION OF SALARIES

4.11.1 Faculty Salary

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

2. Salary Increases

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

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

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

4.11.2 Department Chair and Dean Salary

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

4.12 SEVERANCE

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

1. Resignation

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

2. Dismissal

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

a) Financial exigency,

b) Discontinuance of, or a change in, the educational program, or

c) Reasonable cause as defined for tenured faculty members in Section 4.3.4.

3. Financial Exigency

Termination of a faculty member for financial exigency shall occur only when the University is in a state of financial crisis brought about by an Education and General part 1 budget allocation to the University that would (1) necessitate the elimination or reduction of existing instructional programs; (2) necessitate the termination of employment or reduction in compensation for permanently employed faculty or staff prior to the normal expiration of their contract or appointment; or (3) seriously erode the quality of any existing program. Any termination of employment as a result of financial exigency shall adhere to the provisions of Section 4.12.4.

4. Discontinuation of or a Change in the Educational Program
Termination of a faculty member because of a discontinuance of, reduction in, or change in the educational program means that the faculty member's appointment is terminated and the faculty member dismissed only because of the change in the educational program and for no other reason.

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

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

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

The Dean will submit a recommendation with rationale and the recommendation of the department chair and the department/school personnel committee to the Vice President for Academic Affairs.

The Vice President for Academic Affairs shall review and consider the recommendations for dismissal and may seek such further advice and counsel as he shall deem appropriate. If the Vice President for Academic Affairs decides to recommend the termination of any appointments, he shall notify each affected faculty member in writing of the decision. The letter shall be sent by certified mail and shall inform the faculty member of the provisions for formal review of the decision and shall state that the faculty member may provide to the Vice President for Academic Affairs a written statement that the adequacy of the process through which the decision was made will be examined through the grievance procedure within twenty (20) days of the receipt of the letter. The date of notification of intent to grieve becomes the initiation date of the grievance.

A recommendation to the President derived from the grievance procedure shall be advisory only, and the President shall make all final decisions regarding recommendations for termination to the Board of Regents. Any review or appeal of any recommendations of the President to the Board of Regents concerning any termination shall be conducted in accordance with established policies of the Board of Regents concerning such matters.

The following guidelines shall be followed for termination of employment due to the discontinuance of or change in an educational program.

a) Untenured faculty should be terminated before tenured faculty,

b) Academic rank should be respected,

c) Seniority within academic rank should be respected, and

d) Affirmative Action guidelines should be observed.
Tenure, academic rank, and seniority shall be considered within academic departments or major elements thereof.

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

In the absence of unusual circumstances, in any case of termination of tenured faculty because of a discontinuance of or change in an educational program, the position of the terminated faculty member may not be filled for a period of one (1) year unless and until the released faculty member has been offered reinstatement and a reasonable period of time (usually 30 days) to accept it.