SNU MISSION

Our mission is to transform lives through higher education in Christ-centered community. As a Christian community of scholars, we model the hospitality of grace, the pursuit of truth, and the practice of discipleship, all within the Wesleyan-holiness tradition, as we prepare graduates who think with clarity, act with integrity, and serve with purpose.

2013-2014 SNU FACULTY HANDBOOK
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I. UNIVERSITY ORGANIZATION AND GOVERNANCE

The organizational structure of the Southern Nazarene University (hereafter “University”), both external and internal, is represented by the organizational chart shown in Figure 1. Control is vested in a Board of Trustees elected by the districts comprising the South Central Region of the Church of the Nazarene (hereafter “the Church”). Major policy formation and the overall direction of the Southern Nazarene University are the responsibility of the trustees.

I-A THE BOARD OF TRUSTEES

I-A-1 Membership

Membership of University Board of Trustees consists of representatives from the supporting districts of the South Central Region of the Church of the Nazarene. The district superintendent from each of the region’s districts shall be an ex officio voting member of the board. Additionally, each district shall elect one trustee for every 3,000 members or portion thereof (e.g., one trustee for 3,000 members or less, two trustees for 3,001 to 6,000 members, etc.). The number of trustees elected by a district at its annual District Assembly is based on its officially reported number of “full members” at the end of the church year immediately preceding the assembly. The presidents of the following four entities or organizations shall be ex officio voting members of the board: Southern Nazarene University; the Southern Nazarene University Alumni Association; the Southern Nazarene University Foundation (“Foundation”); and the region’s Nazarene Youth International Council. Three at-large members are elected by the board. It is the intent of the board for its membership to include an approximately equal number of clergy and laypersons. Therefore, within the district representation for an individual district, the total number of pastors elected as trustees (not including the district superintendent) may not exceed the number of laypersons elected as trustees. Further, the three at-large members are laypersons.

I-A-2 Duties and Responsibilities

A. Elects the University’s president, i.e., the chief executive officer of the University.
B. On the recommendation of the president, elects all administrative and necessary officers and faculty members.
C. Gives final approval to the recommended academic rank of faculty members.
D. Defines powers and duties and employment of all staff and faculty in harmony with bylaws; determines salaries and terms of office.
E. Approves general policies for the control of the University including fiscal management, investment of funds, building and grounds, and master planning for future development.
F. Approves the budget and keeps operational expenses within the limits of the available income.
G. Approves tuition charges and fees, on recommendation of the president.
H. Upon recommendation of the president, grants all degrees and diplomas to candidates who have completed the required work including conferring honorary degrees and citations recommended by the Honorary Degree Committee.
I. Becomes conversant with the aims and purposes of the University.
J. Approves the broad educational policies of the University to the end of achieving its stated mission.

I-A-3 Officers of the Board

A. Chair (elected by the Board of Trustees biannually)
   1. Responsibilities:
      a. Presides at all meetings of full Board of Trustees and of Executive Committee of the Board of Trustees.
      b. Enforces due observance of bylaws and rules or order.
      c. Appoints all ad hoc committees.
      d. Performs such other duties as the office shall require.
      e. With secretary of the board and the president of the University, signs all diplomas and certificates of degrees.
      f. Requests the board secretary to call special meetings of the board.
B. Secretary of the Board
   1. Responsibilities:
      a. Keeps records of all meetings.
      b. Has charge of books and documents pertaining to the office.
c. Signs and executes all deeds and mortgages, and conveyances for the transfer of property.

d. With the president of the University and chair of the board signs all diplomas and certificates of degrees.

e. Affixes seal of the University to contracts and other official documents.

f. Performs such other duties as pertain to the office.

g. Sees that all notices are duly given in accordance with provisions of the bylaws as required by law.

h. Upon request of the chair of the board, six members of the board, or the president of the University calls special meetings of the board, stating nature of business. Ten days mailed notice must be given.

I-A-4 Faculty and Student Representatives.

The bylaws of the University provide that faculty members, elected by the faculty, and students, elected by the student body, are representatives to the semi-annual meetings of the Board of Trustees. The number of each shall be the same as the number of standing committees of the Board of Trustees. The President of the Faculty Senate and the President of the Staff Council will each serve as one of the representatives by virtue of their positions. Representatives shall have the privilege of the floor but without votes.

I-B UNIVERSITY ADMINISTRATION

I-B-1 Major Officers

A. Responsible to the president of the University are:
   1. Vice President for Academic Affairs
   2. Vice President for Financial and Business Affairs
   3. Vice President for University Advancement and Church Relations
   4. Vice President for Student Development
   5. Vice President for Enrollment Management

B. The above officers are elected by the Board of Trustees on nomination of the University president.

I-B-2 Responsibilities of Major Officers

A. Each of the major offices shares the following responsibilities common to all:
   1. To fulfill the objectives of the administration through a united approach to the Board of Trustees, the faculty, the student body and various "publics" of the University.
   2. To respect the spheres of authority and responsibility of each of the other officers.
   3. To recommend to the president plans and initiatives of each of the officers.
   4. To equip and staff the administrative areas, subject to the approval of the president and the Board of Trustees.
   5. To serve as the major advisor on budget development for each area.
   6. To prepare reports on work and concerns as requested or agreed on by the president.

B. Additional responsibilities, duties and relationships of the major officers are included in the chapter on administrative organization.
II. ADMINISTRATIVE ORGANIZATION

II-A ADMINISTRATIVE OFFICERS

A. Primary responsibility for Southern Nazarene University operations is assigned to the administrative officers of the University by the Board of Trustees. These officers are responsible for current operations as well as both short-range and long-range planning.

B. The relationship of the trustees to the administrative officers is shown in Figure 1. Also shown is the relationship of administrative personnel to the University president and to each other.

C. The president is the chief administrative officer of the University. The major administrative officers are assigned the responsibility of directing the activities and planning for certain identified University functions. Associates and assistants work with the major officers for efficient and effective operation and planning.

D. This section identifies the major officers (the president, vice president for academic affairs and college deans) and associate or assistant officers and their respective duties and responsibilities related to academics. Other cabinet officers (vice presidents) and their associates or other directors are summarized in Appendix G.

II-B PRESIDENT OF THE UNIVERSITY

A. The president of the University is elected by the Board of Trustees, to whom the president makes an annual report of the work and condition of the University. The president has the power of supervision of all departments of the University and is directly responsible to the Board of Trustees for administration of all policy and programs. The president is the official reporter to the board in all matters of internal structure and operation of the University.

B. It is the president's duty to provide for and/or insure:
   1. Maintenance and promotion of a broad view of the mission, goals, and objectives of the institution.
   2. Planning and implementation of a program of instruction, research and service to meet the needs of the students including providing for a qualified faculty and staff.
   3. Recruitment, enrollment and supervision of qualified students.
   4. Adequate financing through the capital and current operational budgets, as well as leading periodic fundraising efforts to supplement operational funds.
   5. Appropriate plant management, budgeting, accounting, auditing, purchasing and financial reporting.
   6. Development of the administrative structure for effective leadership.
   7. Well-defined and clear channels of communication throughout the entire organizational structure.
   8. Regular dissemination of information about the University to all of its publics.
   9. Representation of the total interests of the institution as a member of the Board of Trustees and as ex officio member of all councils and committees of the administration and faculty.
   10. Thorough awareness of trends in the higher educational and Christian communities, and representation of the University in and to these constituencies.

C. Specifically, the president is responsible for the following functions, recommendations, appointments, and nominations:
   1. Recommends to the Board the granting of all degrees and diplomas to qualified candidates, and signs diplomas awarded by the University.
   2. Signs, with any other proper official of the University, any deeds, mortgages, bonds, contracts, or other instruments, which the Board of Trustees has authorized to be executed.
   3. Plans the agenda for, and presides at all meetings of the administrative officers.
   4. Chair the University Budget Committee.
   5. Secures speakers for Commencement activities.
   6. Recommends to the board for approval all administrative officers and faculty members, including assignment of academic rank for faculty.
   7. Recommends to the Board any major fiscal adjustments, including student charges and administrative and faculty compensation alterations.

II-C VICE PRESIDENT FOR ACADEMIC AFFAIRS (See Fig. 2)

A. The Vice President for Academic Affairs is the senior administrative officer of the institution for campus affairs. This officer reports to the president and is responsible for oversight of the academic, student development, athletic and spiritual development areas. When necessary, the Vice President for Academic Affairs will coordinate interfaces among...
other administrative areas as well. In close communication with the president, the Vice President for Academic Affairs will coordinate the planning, budgeting, organizational structuring, staffing and evaluating of the areas supervised.

B. Responsibilities and Duties:
1. Acts as the chief academic officer of the University and supervises all academic functions of the institution.
2. Coordinates the overall work of SNU academic programs in collaboration with the college deans (see II-C-1).
3. Oversees the student development and spiritual development programs.
4. Works closely with vice presidents, college deans, and directors who have primarily campus-focused responsibilities in advocacy, planning, budget, program development, encouragement and support of new programs, and recruitment of the best available professionals.
5. Coordinates efforts among all administrative officers developing mechanism whereby areas of responsibility are increasingly integrated and more closely coordinated as internal and external purposes require.
6. Represents the president when travel or other circumstances require the president’s absence.
7. Represents the president and, as delegated, the institution to the educational and Christian communities.
8. Collaborates with the president and vice presidents in shaping campus culture, focus, and future direction.
9. Directs and coordinates the strategic planning function of the University.
10. Signs all University degrees and diplomas awarded by the University and presents all candidates to the president for graduation.
11. Sets the University's academic calendar in consultation with the college deans.
12. Serves as coordinator of campus response to emergency events, natural disasters, or other crises and announces the closing of all classes.
13. Plans for development of online and distance learning.
14. Provides informational materials and reports for the president, and to other constituents, as requested.
15. Responsible for university-wide educational effectiveness programs, including regional accreditation, program review, and assessment of learning outcomes.
16. Works with the Higher Learning Commission of the North Central Association of Colleges and Schools (HLC) to coordinate required reports and evaluations and with other appropriate state or association accrediting agencies.
17. Reviews accreditation documents and reports from all academic areas to inform institutional accreditation.
18. Oversees consistency of institutional information generated in support of strategic planning, external reporting, accreditation, assessment, and grant seeking.
19. Plans jointly with the director of academic computing and the SNU network and the vice president for Business and Finance for assessment and development of institution-wide technology services.
20. Acts as chair of the Faculty Professional Development Committee, Commencement Planning Committee, Technology Advisory Committee, the Higher Learning Commission Steering Committee, Academic Council; the vice chair of the Strategic Planning Commission.
21. Holds ex officio positions on the Athletic Committee, Graduate Council, Student Learning Committee, Benefits Committee, Budget Committee, Scholarship Committee, Faculty Senate, Student Life Council, Library Collection Development Committee, Retention Task Force, Emergency Planning Committee, and the SNU Experience Team.
22. Approves assistance for faculty professional development activities recommended through the Faculty Professional Development Council.
23. Oversees implementation of arrangements for Commencement exercises.
24. Oversees periodic revision of the Faculty Handbook.
25. Coordinates publication and dissemination of the University academic catalog and other major academic publications and reports.
26. Direct honors and awards programs to recognize outstanding students for academic achievement.
27. Maintains and updates information on each faculty member including personnel data, professional activities, contracts, and all materials related to faculty assessment.

II-C-1 COLLEGE DEANS (See Fig. 2)

A. Joint responsibilities of college deans in consultation with Vice President for Academic Affairs:
1. Meet regularly as members of the Deans’ Table, the senior academic leadership team.
2. Coordinate the overall work of SNU academic programs.
3. Initiate, support, and evaluate the active integration of faith and learning among the faculty of the University.
4. Implement appropriate procedures for review and improvement of student learning outcomes and unit objectives in the respective academic units of the University they supervise.
5. Coordinate and review content for major academic publications and reports.
6. Encourage and support academic research, publication and public service of the faculty.
7. Recommend persons for appointment as department/school chairs and program/unit directors.
8. Seek ways of cooperating with other institutions in academic programs.
9. Formulate and supervise the academic and instructional budgets and supervise approved expenditures in their areas with respective chairs.
10. Recommend to the director of human resources and coordinate with department/school chairs and program/unit directors the employment of all staff assistance in academic offices.
11. Conduct regularly scheduled evaluation interviews with faculty and academic support unit directors in their respective reporting areas as part of the overall faculty assessment and staff evaluation programs.
12. Cooperate with appropriate committees in recommending, seeking appropriate faculty and Board of Trustee approvals and implementing academic policy.
13. Coordinate faculty meetings and chair such meetings at the request of or in the absence of the president.
15. Make an annual report to the vice president for academic affairs covering all areas of responsibility.
16. Encourage and support undergraduate research for both traditional and professional studies students.
17. Participate in the evaluation process for faculty in traditional undergraduate programs.
18. Recommend employment of instructional faculty and department/school chairs, recommend salary schedules to the vice president for academic affairs and president, and prepare faculty contracts in coordination with the Office of Academic Affairs.

II-C-1a DEAN OF THE COLLEGE OF TEACHING AND LEARNING

A. The dean of the College of Teaching and Learning is appointed by the Board of Trustees on the recommendation of the president and is responsible to the vice president for academic affairs.

B. Responsibilities and Duties:
1. Coordinates selection, scheduling, and reporting for all major institutional assessments and inventories and works with appropriate offices to promote review and action on outcomes.
2. Coordinates mechanisms for tracking, assessing, and reviewing student learning outcomes and assessment programs of the University and the ongoing evaluation processes within academic units.
3. Supervises personnel in academic support areas including the director of the Academic Center for Excellence, director of the testing center, the director of General Education, and the (co)director(s) of the Honors Program.
4. Coordinates support of the General Education curriculum and program by academic support areas essential to its successful implementation.
5. Convenes and chairs meetings for academic support unit directors related to the routine operation of academic support for departments/schools/programs.
6. Acts as the chair of the Student Learning Committee.
8. Approves and assigns all academic room space, including faculty offices and classroom space in every building
9. Supervises academic probation and eligibility regulations and enforces stated academic standards.

II-C-1b DEANS OF THE UNDERGRADUATE COLLEGES:

- COLLEGE OF HUMANITIES
- COLLEGE OF NATURAL, SOCIAL AND HEALTH SCIENCES
- COLLEGE OF BUSINESS, EDUCATION AND KINESIOLOGY

A. The deans of the undergraduate colleges are appointed by the Board of Trustees on the recommendation of the president and are responsible to the vice president for academic affairs.

B. Responsibilities and Duties:
1. Plan the annual schedule of course offerings, examinations, and other academic events in consultation with department/school chairs, vice president for academic affairs and the registrar.
2. Assign teachers to all classes and monitor faculty workload in relation to institutional guidelines.
3. Work in cooperation with the University registrar for decisions and announcements regarding closing or reassignment of individual classes as necessary.
4. Act as chairs and ex officio members of various committees and councils as assigned by the vice president for academic affairs.
5. Administer the attendance regulations of the University, and direct the academic student advising of the colleges.
6. Approve the academic program of study for traditional undergraduate students and approve waivers and substitutions in keeping with academic policy.
7. Coordinate the implementation of the General Education curriculum in cooperation with the director of General Education and appropriate department/school chairs.
8. Assist the vice president for academic affairs in preparing necessary reports, proposals, and evaluations related to traditional undergraduate program areas.
9. Convene and chair meetings of department/school chairs and faculty related to the routine operation of academic departments/schools in the college.
10. Recommend assistance from the University for faculty advanced learning and/or attendance at professional meetings.
11. Employ substitute or temporary teachers, with the approval of the vice president for academic affairs and president, as needed to keep classes functioning.
12. Supervise the heads of teaching departments, instructional staff and auxiliary programs related to instruction.
13. Coordinate with department/school chairs of the undergraduate programs the implementation and follow-up for the student learning assessment program of the University and the ongoing process of program evaluation.

II-C-1c DEAN OF THE COLLEGE OF PROFESSIONAL AND GRADUATE STUDIES

A. The dean of the College of Professional and Graduate Studies is appointed by the Board of Trustees on the recommendation of the President and is responsible to the vice president for academic affairs.
B. Responsibilities and Duties:
1. Chair of the Graduate Council.
2. Works with the vice president for academic affairs, deans of the undergraduate colleges, and graduate coordinators in coordinating the graduate curriculum with the undergraduate curriculum.
3. Approves admission to graduate schools.
4. Approves programs of studies for graduate and adult studies students and approves final copies of master's theses on recommendation of graduate coordinator.
5. Leads in the development of graduate and adult studies curricula and directs institutional studies relating to graduate work.
6. Keeps cumulative record on all graduate and professional studies students.
7. Participates in and coordinates the assessment process for graduate and professional studies faculty.
8. Coordinates administration of all professional studies programs and supervises the professional studies program directors and assistants including, OL and FSG academic coordinators, the director of Prior Learning Assessment, the director of admissions, and all staff support.
9. Approves expenditures for all graduate and professional studies programs including marketing, recruiting, and admissions.
10. Provides oversight and supervision for all programs, personnel, and facilities associated with SNU Tulsa.
11. Works through the Academic Council for development of undergraduate policies and procedures related to functioning of professional studies programs.
12. Represents the University at professional meetings related to continuing and nontraditional programs.
13. Assists the vice president for academic affairs in preparing necessary reports, proposals, and evaluations related to graduate and professional studies.
14. Coordinates with program directors the implementation and follow-up for the student learning assessment program of the University and the ongoing process of program evaluation.
15. Serves as chair of the Graduate Council and holds ex officio positions on the Academic Council, Faculty Professional Development Council, Commencement Planning Committee, Strategic Planning Commission, Budget Committee, SNU Experience Team, HLC Steering Committee, Benefits Committee, and Teacher Education Council.

II-D POSITIONS DIRECTLY RELATED TO ACADEMIC AFFAIRS

II-D-1 Registrar (See Figure 2)
A. The registrar is appointed by the president and reports to the vice president for academic affairs and chief academic officer and works with the college deans and the vice president for enrollment management.

B. Responsibilities and Duties:
1. Maintains academic records for all students.
2. Coordinates through the dean of the College of Professional and Graduate Studies appropriate procedures for registrar functions performed and records temporarily maintained by the college personnel.
3. Classifies students.
4. Conducts entry audits for all new and transfer students and evaluates transcripts of transfer students.
5. Supervises records for all international students related to their admission and continuance as students at SNU.
6. Supervises the registration process and oversees mechanisms and processes required for student registration.
7. Promotes effective advising practices among faculty and relevant campus offices.
8. Supplies transcripts of student records.
9. Maintains records of transcript requests.
10. Provides financial assistance office accurate information for scholarship evaluation.
11. Keeps an accurate record of all scholarships.
12. Oversees mechanisms for faculty grade reporting.
13. Checks requirements for all degrees.
14. Prepares University diplomas.
15. Controls the system of course numbers for the catalog.
16. Maintains and updates degree requirements for the catalog.
17. Keeps a complete file of all Southern Nazarene University catalogs and academic program handbooks.
18. Ensures that academic records are maintained and developed in usable and accessible electronic formats.
19. Provides official academic data for support of institutional research, strategic planning, assessment, accreditation, and grant writing.
20. Keeps a file of all public programs of the University.
21. Promotes ongoing training and professional development of the registrar’s office staff to maximize services to the University.
22. Devises improvements for record keeping.
23. Implements long-range planning and systematic benchmarking and assessment to ensure providing exemplary services.

II-D-2 Director of the Library

A. Responsibilities and Duties:
1. Operates the budget covering costs of operating the library so as to obtain the best materials and service possible.
2. Updates internal acquisition budget allotments based on appropriate formulas for academic libraries.
3. Works with the director of academic grants to seek grant funding for special projects.
4. Recommends timely and affordable avenues of access to academic materials needed to support teaching and learning in across curricular areas of the University.
5. Selects and purchases library resources for the general and reference collections.
6. Purchases specialized materials requested by department heads so far as departmental allowances permit.
7. Develops consortia agreements beneficial to providing academic resources.
8. Leverages and integrates digital resources to enhance learning and research.
9. Supports research in all academic sectors of the institution.
10. With the aid and advice of the Library Collection Development Committee, plans the improvement of the library in quality and service.
11. Implements long-range planning and systematic evaluation to ensure providing exemplary library services and facilities.
12. Maintains and plans for changes and improvement in the library facilities.
13. Regularly surveys library holdings in the various fields so as to insure the library’s being up-to-date.
14. In consultation with a Library advisory group, formulates and updates policies and procedures concerning the library’s resources.
15. Supervises library orientation programs for new students (traditional, professional and graduate studies).
16. Contributes to information literacy education across the University.
17. Advises the University community on academic integrity issues, including copyright and fair use.
18. Supervises staff in all areas of library operations, including acquisitions, cataloging, reference, circulation, reserve, periodicals, and archives.
19. Promotes ongoing training and professional development of library staff to maximize services to the University and patron communities.
20. Coordinates all aspects of library information technology, including ongoing development and improvement of technologies for delivering appropriate services for learners across University academic programs.
21. Makes an annual written report to the vice president for academic affairs.
22. Assists the vice president for academic affairs in locating and selecting professional staff members.
23. Supervises library publicity.

II-D-3 Director of Teacher Education

A. The director of Teacher Education is appointed by the president and is responsible to the dean of the College of Business, Education and Kinesiology.
B. Responsibilities and Duties:
1. Coordinates all segments of the Teacher Education program.
2. Leads in the development of teacher education curricula.
3. Conducts institutional studies relating to teacher education.
4. Participates in the selection of teaching personnel in areas involved in teacher education.
5. Represents the University at professional meetings.
6. Makes an annual report to the college dean.
7. Leads in the development of policies relating to selection and preparation of student teachers.
8. Serves as ex officio chair of the Teacher Education Advisory Council.
9. Serves as an ex officio member of the Academic Council.
10. Counsels with faculty members engaged in teacher education.
11. Serves as the official University representative to the State Department of Education.

II-D-4 Director of General Education

A. The director of General Education is appointed by the president and is responsible to the dean of the College of Teaching and Learning.
B. Responsibilities and Duties:
1. Supports General Education faculty development and innovation.
2. Makes recommendations for funding of faculty development projects and requests for support materials related to General Education curriculum.
3. Makes recommendations for in-service or workshops devoted to development of General Education faculty and promotion of program objectives.
4. Coordinates efforts with other campus committees devoted to overall curricular improvement, such as Writing across the Curriculum.
5. Cooperates with the Office of Student Development to coordinate planning for New Student Institute.
6. Cooperates with the Office of Academic Affairs and with school and department chairs in the recruitment, selection, training, assignment, and supervision of full- and part-time General Education faculty.
7. Participates in the faculty evaluation process with periodic faculty reviews of General Education faculty and recommendations of General Education faculty for promotion and tenure.
8. Assists new General Education faculty in understanding objectives and functions of the General Education program.
9. Communicates program requirements and principles to students, faculty advisors, and the Offices of Academic Affairs, the Registrar, and Student Development.
10. Participates in and monitoring the effectiveness of the audit and petition processes as they relate to the General Education requirements.
11. Supervises the evaluation of transcripts of transfer students and external professional/continuing education programs regarding proficiencies and coursework needed for graduation.
12. Develops and refines, along with the deans of the undergraduate colleges and department/school chairs, a master schedule for General Education courses.
13. Supervises and directs the mechanics of General Education program assessment with the assistance of the Offices of Information Technology, Institutional Research, and the Testing Center.
14. Serves as an ex officio member of the Academic Council.
15. Prepares an annual report for the dean of the College of Teaching and Learning.

II-D-5 Director of the Testing Center

A. Responsibilities and Duties:
1. Provides consultation in matters of testing policies and practices for other campus areas such as Academic Council and Office of the Registrar.
2. Serves as a consultant for assessment.
3. Oversees the administration of tests as a national center for CLEP and ACT.
4. Supervises the administration of local tests such as residual ACT and Watson-Glazer.
5. Preserves the confidentiality and accuracy of testing records and scores.
6. Supervises the lending and returning of testing service materials to qualified profession in area clinics and schools.
7. Trains testing service personnel and monitors the use of tests so as to be in accord with the American Psychological Association's Codes of Ethics.
8. Recommends to the dean of the College of Teaching and Learning persons to be employed as testing center manager or secretary to the testing center.
9. Supervises the work of the testing center manager, and maintains the security of testing materials while on campus.
10. Supervises the acquisition of examination copies, testing supplies for other departments and testing materials so as to have adequate materials when needed and supervises the return of testing materials to comply with the requirements of various test vendors.
11. Attends appropriate professional meetings and workshops, and reads appropriate literature to keep abreast of the developments in the field of testing especially for examinations such as CLEP.
12. Provides information about testing programs to students, faculty, and nonstudent candidates.
13. Sends test score reports as requested by candidates and maintains necessary records.
14. Supplies data and reports as needed for institutional reports.
15. Recommends adequate facilities and equipment to ensure an atmosphere for fair testing that is free from distractions and academic integrity violations.
16. Serves on committees dealing with testing issues.
17. Administers special ACT tests to disabled persons, administers and interprets the Strong-Campbell Interest Inventory upon individual request, and refers persons to other centers for tests we do not administer.
18. Maintains a professional reputation with colleagues at other college and university testing centers.
19. Makes an annual written report to the dean of the College of Teaching and Learning.

II-D-6 Director of Institutional Research

A. Responsibilities and Duties:
1. Promotes institutional and environmental understanding through the timely collection, analysis, and dissemination of information supporting institutional planning, policy formulation, and decision making.
2. Contributes requested resource data to inform institutional processes in retention, strategic planning, budgeting, grant seeking, and accreditation as needed.
3. Maintains and updates all types of institutional statistics in the form of historical data, trends, and projections, with graphs.
4. Publishes annual SNU Factbook and KPI’s.
5. Responds to questionnaires and requests data or information and provides institutional information for standardized and collaborative projects in higher education.
6. Assures accuracy and consistency of reporting information for internal analysis and external audiences.
7. Makes an annual written report to the vice president for academic affairs.

II-D-7 Director of the Academic Center for Excellence

A. Responsibilities and Duties:
1. Supervises and manages the academic support services provided by the ACE faculty and staff, including Academic Services, Disability Services, and the Academic Resource Center.
2. Plans for continuous improvement of services delivered through ACE by seeking out and evaluating the potential effectiveness of services and programs that facilitate student success in the University environment.
3. Oversees provision of appropriate tutoring support for SNU undergraduates.
4. Monitors the academic progress of students who are provisionally admitted to the University and students on various levels of academic probation.
5. Assists the registrar and college deans as requested in evaluating incoming students for provisional admission status.
6. Recommends modifications in criteria for provisional admission to the University.
7. Provides oversight for curriculum development and staffing of academic success courses required for provisionally admitted traditional students.
8. Coordinates academic advising for traditional students who have not yet declared a major.
9. Assures provision of appropriate accommodations for students with documented disabilities.
10. Keeps abreast of regulatory and other changes in the higher education environment impacting the services that students receive through ACE.
11. Coordinates marketing and public relations efforts of services offered through ACE.
12. Serves as liaison with other campus units regarding the needs of at-risk students.
13. Collaborates with other campus programs to promote their support for the academic success, retention, and graduation of at-risk students.
14. Fosters relationships with University administrators, faculty, staff, and community members to further their support of the Academic Center for Excellence.
15. Participates in various state, regional, and national academic support services organizations and networks with other academic support directors.
17. Evaluates the impact of academic support services on student learning, academic performance, retention and graduation.
18. Implements long-range planning and systematic benchmarking and assessment to ensure providing exemplary services through ACE.
19. Makes an annual written report to the dean of the College of Teaching and Learning.

II-D-8 Director of the Honors Program

A. Responsibilities and Duties:
1. Assists with recruitment, evaluation and admission of qualified students.
2. Recommends criteria for Honors Program admission.
3. Provides curriculum development and staffing oversight for honors courses.
4. Approves honors faculty with input from Honors Advisory Council.
5. Develops and implements cocurricular programs involving honors students, including the annual SNU Undergraduate Research Symposium, GRE preparation workshop, and the annual Honors Retreat.
6. Monitors the academic progress of students admitted to the Honors Program.
7. Oversees academic advising of students admitted to the Honors Program.
8. Coordinates planning, publicity and community/University communication related to program activities.
9. Serves as liaison with other campus units regarding the needs of honors students.
10. Collaborates with other campus offices and programs serving students with high academic achievement.
11. Prepares and monitors budgets for the Honors Program.
12. Coordinates regular evaluations of student satisfaction and curricular/program assessment.
13. Implements long-range planning and systematic benchmarking and assessment to ensure providing exemplary services through the Honors Program.
14. Makes an annual written report to the dean of the College of Teaching and Learning.

II-D-9 Director of Information Technology

A. Reports jointly to the vice president for academic affairs and the vice president for financial and business affairs. Provides administrative leadership for the development, maintenance and operation of SNU information technology and serves as the primary advocate for the use of technology in all programs of instruction. Provides support for organizational users by organizing and improving information technology resources and activities. Plans and directs all administrative and academic information systems activities for the University including improvements to the University operations and processes through new or improved systems.

B. Responsibilities and Duties:
1. Directs all aspects of information technology to provide efficient, effective, and secure computer system services to meet organizational objectives and needs.
2. Analyzes the University’s technology needs and projects information technology resource requirements including personnel, equipment, locations, and associated costs in coordination with the planning and budgeting cycle of the University.
3. Develops long- and short-range plans and strategies for achieving organizational objectives.
4. Reports to executive management on the performance of personnel, equipment, and systems performance; resource utilization, progress of information technology projects, significant trends in higher education technology, new technical developments, and potential areas of improvement.
5. Plans for improvements to University operations and processes through new or improved information technology systems, assesses proposed systems, identifies impact on current and planned resources, and recommends appropriate action.
6. Evaluates new hardware and software technology and assesses applicability to organizational requirements.
7. Develops and administers the overall policies, standards, procedures, and schedules for SNU Information Technology.
8. Organizes and prioritizes projects in accordance with administrative strategic planning and organizational goals and objectives.
9. Coordinates with appropriate University offices on all projects involving information technology and network services.
10. Provides recruitment, leadership, training, and supervision for information technology employees in both administrative and academic computing environments.
11. Ensures development, review and certification of the security of information systems and all information technology back-up and disaster procedures and plans.
12. Develops, coordinates, and provides oversight for all information technology operating budgets.
13. Identifies opportunities and potential areas of improvement for cost controls, improved resource utilization, and process improvements in current and proposed applications, hardware and software configurations, and organization structuring.
14. Represents SNU to external agencies servicing SNU information technology and manages vendor relationships, proposals, and contracts.
15. Makes faculty, staff and administrative offices aware of computing resources useful in following the mission and purposes of the University and provides training related to specific applications as needed.
16. Works with the SNU director of Network Services to provide training, encouragement and support to faculty involved in incorporating various aspects of technology into instruction.
17. Serves as spokesperson for internal and external audiences regarding the role of technology SNU.
18. Implements systematic benchmarking and assessment to ensure providing exemplary services.
19. Makes an annual written report to the vice president for financial and business affairs and vice president for academic affairs.

II-D-10 Director of International Student Services

A. The director of International Student Services reports to the vice president for enrollment management.
B. Responsibilities and Duties:
1. Counsels and directs prospective international students through the admissions process.
2. Processes new international student applications.
3. Partners with and offers support to SNU’s international recruiters in their efforts.
4. Serves as PDSO (Primary Designated School Official) for SEVIS, issuing I-20s to prospective international students and maintaining I-20s for current students.
5. Directs orientation events for new international students as part of NSI events.
6. Develops relationships with current and incoming international students.
7. Promotes cultural awareness throughout the SNU campus community.
8. Keeps informed of the students’ academic performance through midterm and final grade checks, giving direction and guidance as well as communicating with professors about student academic concerns.
9. Interfaces with community families to provide friendship/emotional support to individual students.
10. Is available to international students, giving guidance and support.
II-D-11 Director of the Center for Applied Studies in English

The director will be expected to provide leadership for the center, to lead and coordinate the development of the laddered curriculum, to serve as a primary instructor for the center’s program, to secure additional staffing and instruction (as needed), and to oversee all curricular operations necessary to deliver the center’s intensive English program. The director will also work in conjunction with the Office of International Student Services to coordinate additional support services (recruitment, student life, etc.).

II-D-12 Director of the Ronald E. McNair Post-Baccalaureate Achievement Program

A. Responsibilities and Duties:
1. Serves as the project liaison with the U.S. Department of Education and prepares all required project reporting.
2. Serves as the program’s public face to campus and community by coordinating public relations strategies and maintaining relations with nearby TRIO programs.
3. Responsible for all personnel management, working within the administrative structure of the Office of Academic Affairs, to select, supervise, and evaluate program personnel, recruit and select faculty mentors from research faculty and approve mentor-scholar matches, and conduct annual performance reviews of program staff.
4. Holds monthly staff meetings with all McNair program personnel to review and improve the effectiveness of program services and student performance.
5. Orients all McNair program staff members to individual program responsibilities, strategies for working effectively with participants, and procedures for documenting services, activities, and contacts.
6. Makes an annual written report to the dean of the College of Teaching and Learning.

II-D-13 Director of LIFE (SSS)

A. Responsibilities and Duties:
1. Administers the LIFE project, supervises LIFE personnel, prepares and monitors budgets, prepares program reports, and schedules and oversees assessments to ensure compliance with project goals and objectives.
2. Serves as the project liaison with the U. S. Department of Education.
3. Sets goals and determines strategies for recruiting new LIFE participants to the program; reviews and approves LIFE staff recommendations for new LIFE admissions each term.
4. Establishes priorities for academic support mechanisms available to LIFE participants.
5. Fosters relationships with University administrators, faculty, staff, and community members to further their support of the LIFE program.
6. Works with other campus programs to promote retention, graduation, and enrollment in graduate and professional schools.
7. Meets with the college deans regularly.
9. Acts as liaison between the project and other academic units and community agencies; coordinates public relations efforts of the program.
10. Participates in state, regional, and/or national TRIO and LIFE conferences and meetings and networks with other state and national LIFE program coordinators.
11. Makes an annual written report to the dean of the College of Teaching and Learning.

II-D-14 Executive Director of the Zig Ziglar Center for Ethical Leadership

A. The executive director of the Zig Ziglar Center for Ethical Leadership reporting to the vice president for academic affairs and is responsible for the development of the center and the oversight of all program elements.
B. Responsibilities and Duties:
1. Establishes and oversees the center to honor the life’s work and teaching of founder Zig Ziglar.
2. Develops and delivers a life skills curriculum for incoming students as a part of their orientation to college.
3. Assists in the development and offering of ethical leadership degree programs at the undergraduate and graduate levels.
4. Provides organizational, goal setting and motivational training programs for students in a university setting.
5. Provides motivational training programs and workshops for corporate and not-for-profit entities, educational institutions, and faith-based institutions.

6. Provides leadership development seminars for both for-profit and not-for-profit business entities and church leaders.

7. Explores other training and development avenues for business, government, education and the church.

II-D-15 Director, Academic Grants Office

A. Responsibilities and Duties:
   1. Assesses potential proposals for cost/benefit, mission fit, and impact on strategic direction of the University in conjunction with the vice president for academic affairs, academic deans, and University Advancement.
   2. Assists the Vice President for Academic Affairs, University Advancement, the President, and the Board Chair in cultivating funder and community partnerships.
   3. Publicizes successful grant awards and projects to campus and community.
   4. Identifies and publicizes funding opportunities to campus individuals and units.
   5. Builds institutional capacity and awareness about grant funding, promoting relevant faculty and staff development activities.
   6. Facilitates the grants development process, including the completion of required internal approvals.
   7. Coordinates overall grant preparation and submission timetables.
   8. Orchestrates proposal writing and editing assistance.
   9. Provides grant administration oversight, advising grant project directors on grant implementation to ensure adherence to institutional policies and procedures and funder requirements.
   10. Liaises with Financial Affairs in grant budget planning, tracking, and reporting.
   11. Manages queries, communications, and reporting in relation to funding agencies and foundations.
   12. Ensures appropriate documentation of grants proposals, awards, and completed projects.
   13. Periodically updates grants policies and procedures.
   14. Prepares an annual written report to the vice president for academic affairs.
III. ACADEMIC ORGANIZATION

The academic organization of Southern Nazarene University is headed by the vice president for academic affairs and is composed of five colleges (see II-C-1) with the following divisions, and departments or schools.

College of Business, Education and Kinesiology
  School of Business
  School of Education
  Department of Kinesiology

College of Humanities
  Division of Cultural and Communication Studies
    Department of Art & Design
    Department of English
    Department of Modern Languages
    Department of Speech Communication
  School of Music
  School of Theology and Ministry

College of Natural, Social and Health Sciences
  Division of Science and Mathematics
    Department of Biology
    Department of Chemistry
    Department of Computer Science/Network Engineering
    Department of Mathematics
    Department of Physics
  Division of Social and Behavioral Sciences
    Department of History, Politics and Geography
    Department of Psychology and Counseling
    Department of Sociology
  School of Nursing

College of Teaching and Learning
  Academic Center for Excellence
  Center for Global Engagement
  General Education
  Honors Program
  Online Learning
  Ronald E. McNair Postbaccalaureate Scholars Program

College of Professional and Graduate Studies
  School of Professional Studies
  School of Graduate Studies
  SNU-Tulsa

III-A  DEPARTMENTS AND SCHOOLS

Traditional instructional units are identified as departments or schools. In most cases the nomenclature of "schools" is used in professional areas. Each department/school is organized with a department chair appointed by the president on recommendation of the college dean and vice president for academic affairs. The deans of the undergraduate colleges and the respective department/school chairs are responsible for administration of traditional departments and schools.

III-A-1  Functions of Departments and Schools
A. Provides for the development of instructional programs within the scope of the department/school and the assessment of student learning with these programs.
B. Establishes requirements for a major, minor, concentrations or multidisciplinary concentrations.
C. Prepares written departmental/school objectives.
D. Recommends to the college dean courses to be included in the departmental/school listing presented in the University's academic catalog (www.snu.edu/catalog).
E. Supports faculty in faculty development interests.
F. Evaluates facilities and equipment required by departmental/school programs.

III-A-2 Department/School Organization and Meetings
Each department/school shall meet on a regular basis for purposes of conducting departmental/school business and discussing departmental/school concerns. The department/school chair shall preside at the meetings and direct the activities of the department/school staff. A secretary shall be elected by the department/school whose responsibility shall be to keep records of the department/school activities and file the minutes of each meeting promptly with the Office of the Registrar.

III-A-3 Department/School Chair
A. The department/school chair shall hold the rank of associate professor or higher. At the discretion of the president and upon the recommendation of the college dean and the vice president for academic affairs, a faculty member holding the rank of assistant professor may be appointed chair of the department/school.
B. Responsibilities and Duties:
1. Determines content of majors, minors, and related courses following rules laid down by the faculty and with the support of department/school faculty and the college dean.
2. Recommends faculty members to teach specific courses.
3. Recommends which courses shall be offered.
4. Recommends time schedule for departmental/school courses.
5. Supervises the instruction of the new members in the department/school.
6. In consultation with the college dean, provides a substitute in the event of the extended absence of a faculty member.
7. Supervises the selection of books for the library.
8. Locates desirable candidates for positions in the department/school and recommends them to the college dean and vice president for academic affairs.
9. Recommends advancement in rank for departmental/school faculty to the Office of Academic Affairs as a part of the University rank advance system.
10. Recommends persons to be employed as departmental faculty to the college dean and the vice president for academic affairs.
11. Acts as advisor and counselor to students.
12. Gives vocational advice to students.
13. Recommends students to prospective employers.
14. Guides students in the selection of courses to meet placement demands.
15. Estimates the budget needs of the department/school and works with the college dean to develop a budget to be presented to the vice president for academic affairs.
16. Provides guidance in acquisition of departmental/school supplies.
17. Recommends to the vice president for academic affairs, in cooperation with the college dean, equipment for new buildings.
18. Arranges for public lectures as need and opportunity arise.
19. Prepares catalog copy at the request of the Office of Academic Affairs.
20. Responsible for those facilities used primarily by the department/school in the establishment of policies that will promote the safety of students and staff and reasonable security of the facility and contents.
21. Responsible for supervising student help used within the department/school.
22. Directs involvement of department/school faculty in cooperating with the Office of Admissions in recruiting new students.
23. Supervises and coordinates the program of student learning assessment for the department/school.

III-B SCHOOL OF PROFESSIONAL STUDIES
The School of Professional Studies offers baccalaureate degree-completion programs for professional students (typically age 25 and above) in a modularized, accelerated academic format. Present degree offerings include 1) Organizational Leadership and 2) Family Studies and Gerontology (FSG) 3) Network Management (NM) 4) RN-BSN 5)
Business Administration 6) Criminal Justice and 7) Software Development (SD). Students are admitted and progress through the program in cohort groups after completing a minimum of 60 hours of higher education credit. Some credit is accepted through a program of Prior Learning Assessment. The School of Professional Studies also offers packages of courses (BRIDGE) meeting General Education requirements, designed and delivered in modularized, accelerated or online formats, to assist prospective OL and FSG students complete hours necessary for admission to the programs. The dean of the College of Professional and Graduate Studies and the respective program directors are responsible for administration of these programs.

III-B-1 Professional Studies Program Director

A. Each professional studies program or area is led by a director appointed by the president upon the recommendation of the dean of the College of Professional and Graduate Studies and the vice president for academic affairs.

B. Responsibilities and Duties:
1. Serves as chair of the program's curriculum committee, monitoring all materials of the major and recommending changes as needed.
2. Establishes academic calendars for each cohort group.
3. Conducts organizational meetings for each group in cooperation with the admission and assessment personnel.
4. Meets regularly with all class representatives.
5. Cooperates with all School of Professional Studies directors in the selection of books and media for the library.
6. Locates and interviews desirable candidates for adjunct positions in the program and recommends them to the college dean.
7. Trains, assigns, resources, and supervises adjunct faculty in cooperation with the college dean.
8. Assists all faculty members with appropriate faculty development activities including efforts to integrate faith and learning.
9. Supervises faculty evaluation of each professor for each class taught.
10. Provides a substitute for any faculty absence.
11. Manages the policies and processes of withdrawal, leave of absence, and/or re-entry for students.
12. Monitors student progress, absence, etc., counsels students, and when necessary, processes administrative withdrawals.
13. Recommends students to prospective employers and graduate schools.
14. Prepares catalog copy for the program.
15. Supervises staff assigned to program.
16. Surveys graduating students and alumni on issues of quality and satisfaction.
17. Supervises the selection, ordering and delivery of textbooks and curriculum materials to each class.
19. Leads in the assessment process for program review and for student academic achievement.
20. Submits an annual program report (including a section on student academic achievement) to the dean.
21. Cooperates with other program directors in carrying out common and cooperative tasks.
22. Evaluates on a continual basis the objectives, curriculum, and teaching methodology of the program.
23. Manages the thesis/project, internship/clinical components, and exit interviews of the program.
24. Teaches according to contract requirements.

III-B-2 Professional Studies Director of Prior Learning Assessment

A. Responsibilities and Duties:
1. Establishes the teaching schedule of Module 2 for all OL and FSG groups.
2. Maintains the curriculum for Module 2.
3. Develops appropriate handouts for students concerning portfolio development, life learning papers and professional/technical training.
4. Coordinates review of prior learning materials with appropriate academic evaluators.
5. Serves as a liaison between the prior learning department and the academic department and schools.
7. Trains new faculty evaluators.
8. Trains new academic advisors.
9. Provides ongoing support for all academic advisors.
10. Approves any new faculty who may be considered as adjunct for the module.
11. Evaluates and approves all incoming transcript evaluations done through the admissions office.
12. Establishes due dates for graduation requirements.
13. Provides information concerning graduation.
14. Coordinates the gathering of graduation applications and cap/gown distribution.
15. Supervises graduation checks between academic advisors and registrar’s office.
16. Monitors quality control issues for transcript input in professional studies offices.
18. Submits an annual program report to the dean.
19. Cooperates with other program directors in completing common and cooperative tasks.
20. Teaches and provides academic advising according to contract requirements.
21. Serves as chair for all academic advisors in professional studies.

III-B-3 Professional Studies Director of Marketing and Admissions (all professional undergraduate and SNU-Tulsa programs)

A. Responsibilities and Duties:
1. Develops and implements an annual marketing plan for Oklahoma.
2. Coordinates informational meetings and manages walk-in prospects.
3. Coordinates application appointments and follows-up through organizational meetings and the first night of class.
4. Sends files to registrar and assessment offices to complete admission process.
5. Schedules one-on-one meetings as needed.
6. Coordinates with the Office of Financial Assistance for all incoming professional studies/graduate students.
7. Works within budget for ordering brochures, folders, paperweights and advertising.
8. Develops and places advertising.
9. Conducts follow-up of students and former students at their place of employment to schedule informational meetings at job sites.
10. Expands and develops contacts with companies that offer employee reimbursement.
11. Attends education and job fairs.
12. Manages admissions and marketing staff for Oklahoma.
13. Coordinates with academic advisors in supervision of office staff.
14. Coordinates (with the director of assessment) student admission and advisement processes.
15. Directs professional undergraduate admissions and marketing operations and personnel for Oklahoma.
16. Prepares for the dean an annual report which includes data from all Oklahoma campuses.
17. Establishes annual admissions goals in conjunction with the dean and program directors.
18. Coordinates, with MSM/MBA marketing director, quarterly meetings to share marketing strategies.
19. Provides oversight for maintenance of professional studies and graduate studies Web pages.

III-C GRADUATE STUDIES

The University offers graduate programs in five areas: 1) religion, 2) education, 3) business, 4) psychology and 5) nursing. Administration and coordination of all graduate programs is provided by the dean of the College of Professional and Graduate Studies in conjunction with the respective program directors.

III-C-1 Graduate Program Director

A. Each graduate program is led by a director holding faculty rank in the respective academic area.
B. Responsibilities and Duties:
1. Serves as chair of the program curriculum committee, monitoring all materials of the major and recommending change as needed.
2. Establishes academic calendars for each cohort group.
3. Conducts organizational meetings for each group in cooperation with the admission and assessment personnel.
4. Meets regularly with class representatives.
5. Selects books and media for the library.
6. Locates and interviews prospective candidates for adjunct positions in the program and recommends them to the dean.
7. Trains, assigns, resources and supervises faculty in cooperation with the dean.
8. Assists all faculty members with appropriate faculty development activities including efforts to integrate faith and learning.
9. Supervises faculty evaluation of each professor for each class taught.
10. Provides a substitute for any faculty absence.
11. Manages the policies and processes of withdrawal, leave of absence, and/or re-entry.
12. Monitors student progress, absences, etc., counsels students, and when necessary, processes administrative withdrawals.
13. Recommends students to prospective employers and graduate schools.
14. Prepares catalog copy for the program.
15. Supervises and resources staff assigned to program.
16. Surveys graduating students and alumni on issues of quality and satisfaction.
17. Supervises the selection, ordering and delivery of textbooks and curriculum materials to each class.
18. Leads in the assessment process for program review and for student academic achievement.
19. Submits an annual program report (including a section on student academic achievement) to the dean.
20. Cooperates with other program directors in completing common and cooperative tasks.
21. Evaluates on a continual basis the objectives, curriculum, and teaching methodology of the program.
22. Manages the theses/project, internship/clinical components, portfolio procedures, and exit interviews of the program.
23. Teaches according to contract requirements.
24. Works closely with the academic department in which the program is developed and interfaces with campus offices as appropriate.

**III-D SNU TULSA**

The University operates an academic center in Tulsa primarily serving professional and graduate studies students. SNU Tulsa is administered through the Office of Graduate and Professional Studies, and the director of SNU Tulsa is responsible to the dean of the College of Professional and Graduate Studies.

**III-D-1 SNU Tulsa Director**

A. Reports to and acts for the dean of the College of Professional and Graduate Studies.
B. Serves as the agent of the dean in acting as liaison with the lease agent, landlord and bank.
C. Supervises and approves room assignments for all groups, graduate and professional undergraduate.
D. Leads SNU Tulsa personnel in discussion of physical needs, present and future, for the center.
E. Acts, in consultation with the dean when possible, in urgent or emergency situations.
F. Monitors, in cooperation with faculty and staff, equipment within the center to ensure availability for all classes.
G. Authorizes the ordering and distribution of keys and maintains records of distributed keys.
H. Submits requests to the dean for replacement or new equipment for the center. If the equipment is program specific, each director is responsible for the request.
I. Acts on requests to use the center when time and/or circumstances do not allow the dean to act.
J. Monitors the general appearance and upkeep of the center and reports all problems to the dean and/or to the leasing company.
K. Cooperates with the landlord in dealing with parking issues—especially as we seek to keep the spirit and letter of the lease regarding possible day groups.

**III-E FACULTY COMMITTEES AND COUNCILS**

A. Committees and councils offer the faculty opportunity for significant input into institutional decisions. Participation on committees and councils should be considered a faculty responsibility. Membership on committees or councils is determined by election by the faculty, by appointment, or by virtue of specific administrative responsibility. The
term "department" is used in committee election provisions to refer to any individual academic unit on campus (i.e., the English department, library, School of Business, etc.).

B. The secretary of each standing faculty committee or council will prepare three copies of the minutes of each meeting. These copies will be sent to the president, Office of Academic Affairs and the Office of the Registrar, where they will be filed accessibly until the close of the academic year and then archived permanent filing. The secretary of the committee should also promptly notify students, staff or faculty of any action taken that affects them or their work.

III-E-1 Academic Council
A. Functions:
1. Makes a continuous study and review of all phases of academic policy and procedure and recommending changes to the faculty when appropriate.
2. Recommends changes in curricula to the faculty after approval by the respective department, college dean, and the president.
3. Gives direction to the program of educational studies.
4. Reviews action taken by divisions and departments relating to curricula and recommends appropriate action to the faculty.
5. Provides guidance for planning of student recruitment and admissions.
6. Monitors and regulates implementation and evaluation of the University plan for student academic assessment and suggests ways the program can be used to foster continuous improvement of all academic programs.

B. Organization:
1. Membership: President, vice president for academic affairs, deans of the undergraduate colleges, registrar, vice president for student development, director of Teacher Education, director of the library, dean of the College of Professional and Graduate Studies, dean of the College of Teaching and Learning, director of General Education, four faculty members representing different schools/divisions and colleges if possible (two elected by the faculty each year for two-year terms), and two students appointed by the chair on recommendation from the president of the Student Government Association.
2. Chair: Faculty Member elected from Faculty Senate membership
   Co-Chair Vice president for academic affairs serves as administrative liaison and chair in the absence of Faculty Chair
3. Secretary: Appointed by the chair
4. Meetings: Meetings will be held on a monthly schedule. Some variation in the meeting schedule may be called for at the discretion of the chair.

III-E-2 General Education Council
A. Functions:
1. Constantly monitors of the effectiveness of General Education courses in light of the objectives of the program and University.
2. Reviews all General Education curricula on an ongoing basis and recommending curricular changes within the General Education program.
3. Plans for and monitoring results of ongoing program assessment.
4. Monitors and approving course syllabi of General Education courses.
5. Monitors grade distribution of General Education courses.
6. Monitors the advising and program planning process as it relates to General Education requirements.
7. Makes recommendations related to curricular support such as class size, course prerequisites, etc.
8. Makes recommendations regarding academic standards that relate to General Education curriculum.
9. Periodically evaluates the standards for skill proficiencies.
11. Re-evaluates the program approximately every five years as directed by the faculty and administration.
12. Provides guidance to the director in establishing policies for transfer and adult studies program students.
13. Fosters linkages and coordination among General Education curricula and encouraging interdisciplinary thinking and discussion.
14. Devises ways to focus the General Education faculty’s efforts on reinforcing central program objectives, particularly the integration of faith and learning.

15. Files minutes of all meetings in the Office of the Registrar.

B. Organization:
1. Membership: six faculty members representing different divisions/schools and colleges if possible (three elected by the faculty each year for two-year terms); director of General Education (appointed by the president on recommendation of the vice president for academic affairs; Term of office is two years and may be repeated following review); one student representative (junior classification) selected by the vice president for student development from a slate of at least two nominees provided by the Student Government Association (two-year term of office). Ex officio representatives: Dean of the College of Teaching and Learning, Professional Studies General Education representative and representative from Online Learning.

2. Chair: General Education director

III-E-3 General Education Faculty
A. Membership on the General Education faculty shall include all full- and part-time faculty teaching General Education courses.
B. Responsibilities of General Education faculty members include:
1. Participating in faculty development in-service or workshops provided by the General Education Council.
2. Participating as requested in organized efforts to review and revise curriculum and to devise ways to focus efforts on joint program objectives.
3. Submitting General Education course syllabi annually to the director of General Education.
4. Following all policies and procedures adopted by the General Education Council.

III-E-4 Graduate Council
A. Functions:
1. Sets policy for the graduate programs.
2. Acts on curriculum recommendations from the departments offering graduate credit.
3. Recommends changes of curriculum to the faculty after approval by graduate council, vice president of academic affairs, dean of the college of professional and graduate studies and university president. (approved May 2009)
4. Acts on applications for admission to candidacy.
5. Provides oversight and accountability for student learning assessment in all graduate programs.
6. Studies and evaluates the graduate programs.
7. Advises the dean of the College of Professional and Graduate Studies on matters relating to their administration of the graduate programs.
8. Approves the awarding of graduate degrees.
9. Files minutes of all committee meetings in the Office of the Registrar.
B. Organization:
1. Membership: President, vice president for academic affairs, dean of the College of Teaching and Learning, dean of the College of Professional and Graduate Studies, deans of the Undergraduate Colleges, director of Graduate Studies in Management, director of Graduate Studies in Counseling, director of Graduate Studies in Nursing, director of the library, one representative each from the School of Education and the School of Theology and Ministry, two faculty members elected at large for one-year terms (from areas which do not offer graduate degrees). All council members must hold a doctoral degree.

2. Chair: Faculty Member elected from Faculty Senate membership.
Co-Chair: Dean of the College of Professional and Graduate Studies serves as administrative liaison and chair in the absence of Faculty Chair.

3. Secretary: Selected by the council membership.
III-E-5  Faculty Senate (formerly Faculty Council; approved November 2008)

A. Functions:

1. To provide for general faculty involvement in the affairs of the University.
2. To provide for faculty involvement at the decision-making level through standing councils and committees of the faculty, general faculty meetings and the Faculty Senate.
3. To function as a vehicle for communication and leadership among administration, teaching faculty, students, and University clientele.
4. To serve as the executive council of the Faculty Association.
5. To provide oversight of the faculty committee structure and elect chairs of the four governance committees from the Faculty Senate membership (Academic Council, Graduate Council, Faculty Professional Development Council and Student Learning Committee).
6. To recommend policies, procedures and practices through the faculty committee structure and make recommendations on such matters to appropriate administrative officers and governance bodies of the University.
7. To provide leadership in maintaining communication and good rapport with administration, students, and among faculty.
8. To provide spiritual leadership for faculty and students.
9. To recommend programs for academic support and professional development and assist in improving the academic life of faculty members.
10. To make recommendations on matters affecting faculty welfare and benefits for faculty members.
11. To articulate faculty positions on issues of general concern to the University.
12. To advise the University president, vice president for academic affairs and other administrators of the University through mutually acceptable means regarding matters concerning University priorities, budgets, facilities, and long-range planning.
13. To evaluate the Faculty Senate and its functions periodically.
14. To make recommendations regarding institutional research.
15. To provide an effective forum for communication between administration and teaching faculty.
16. To report annually to the Board of Trustees on the state of the faculty and the University.
17. To add strength to the academic program through the support of academic freedom as outlined in section IV-K in the Faculty Handbook.
18. To provide for participation in the development of a general campus climate conducive to an active and maturing spirit of character, culture and Christ.
19. To provide for the general welfare of the faculty in such areas as recruitment and retention of faculty, insurance and retirement programs, due process, and the ongoing development of community.

B. Organization:

The Faculty Senate (voting members) is the Executive Council of the Faculty and is composed of twenty (20) voting members. The membership is comprised of the following:

1. A Faculty President is elected by the faculty and serves for a two (2) year term.
2. Ten (10) members, hereby designated as “at-large representatives,” represent the colleges of the university.
   No division or school will have more than one at-large representative. At-large representatives are elected from within the colleges as such:
   a. College of Business, Education, and Kinesiology – 2 members
   b. College of Humanities – 2 members
   c. College of Natural, Social and Health Sciences – 2 members
   d. College of Teaching and Learning – 2 members
   e. College of Professional and Graduate Studies – 2 members
3. Nine (9) members, hereby designated as “division and school representatives,” represent the divisions, and school representatives, “represent the divisions, and schools of the university. Each division or school will elect one representative from their area and as follows:
   a. College of Business, Education and Kinesiology – 3 members; 1 from each of the following:
      i. School of Business
      ii. School of Education
      iii. School of Kinesiology
   b. College of Humanities – 3 members; 1 from each of the following:
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i. School of Music
ii. School of Theology and Ministry
iii. Division of Cultural and Communication Studies

c. College of Natural, Social and Health Sciences - 3 members; 1 from each of the following:
   i. Division of Math and Science
   ii. School of Nursing
   iii. Division of Social and Behavioral Sciences

B. Non-voting Members
   1. The University President and vice president for academic affairs are ex-officio and non-voting members of the Senate.
   2. The Faculty Athletic Representative (FAR) is a regular non-voting member of the Senate and may bring a report to a regular Senate meeting with a one week advance request to the Faculty Senate President to be placed on the agenda. The Faculty Senate President may also request the Faculty Athletic Representative to provide a report.

C. Other officers of the Senate are the Vice President, Secretary, Treasurer, & Parliamentarian and are elected according to the Senate Elections (Article 3) of these By-laws. These officers, along with the Faculty Senate President are the Executive Board of the Faculty Senate.

III-E-6 Faculty Professional Development Council
A. Functions:
   1. Recommends to the president promotions in rank and applications for sabbatical leave.
   2. Reviews and evaluates applications for advancement in rank using data provided by the Office of Academic Affairs from the professional development and personnel file of the applicant.
   3. Reviews policies on professional development, evaluation, and advancement.
   4. Provides direction for ongoing faculty development program including training sessions, consultation services and other appropriate activities.
   5. Encourages faculty to develop teaching competencies.
   6. Recommends policies and provides advisement concerning faculty development, research, travel, and sabbaticals in cooperation with appropriate administrative offices and/or faculty committees.
   7. Recommends allocation of faculty development funds in a manner relevant to the developmental needs of the faculty.
   8. Reviews, evaluates, and provides direction for the process of faculty professional evaluation in cooperation with the Office of Academic Affairs.
   9. Prepares the nomination ballots for standing faculty councils and advisory committees.
   10. Examines, periodically, the council structure and makes recommendations for desirable changes to the faculty.
   11. Files copies of minutes with the Office of the Registrar.

B. Organization:
   1. Chair: Faculty Member elected from Faculty Senate Membership
      Co-chair: Vice president for academic affairs serves as administrative liaison and chair in the absence of Faculty Chair
   2. Membership: President, vice president for academic affairs, deans of the Undergraduate Colleges, dean of the College of Professional and Graduate Studies, dean of the College of Teaching and Learning, director of General Education, four elected faculty representatives from different divisions/schools and colleges if possible (two elected each year for two-year terms), and one representative elected from the Faculty Senate serving as Faculty Chair. All faculty members serving on the Faculty Professional Development Council shall hold the rank of associate professor or professor.

III-E-7 Honors Program Advisory Council
A. Functions:
   1. Monitors effectiveness of the Honors Program in light of program and University objectives.
   2. Guides and approves the plan for development and implementation of honors courses.
   3. Assists in syllabus and course review and approval.
   4. Assists in the review of honors faculty.
5. Makes recommendations regarding academic standards that relate to honors curriculum.
6. Monitors the advising and program planning process as it relates to honors requirements.
7. Monitors grade distribution of honors courses.
8. Assists in the process of communication with other departments (e.g., General Education) to help program run smoothly.
9. Assists director in the evaluation and modification of honors course sequences and/or core components.
10. Assists director in the continuing development of procedures for evaluating student learning outcomes and the program as a whole.
11. Serves as admissions review committee to resolve candidacy issues.
12. Supports and encourages programming to promote inquiry, scholarship, and undergraduate research among students.
13. Files minutes of all meetings in the Office of the Registrar.

B. Organization:
   1. Membership: Two honors faculty representing different departments, one who teaches General Education honors courses and one who teaches an upper-division honors course (elected by the faculty each year for two-year terms); General Education director; faculty sponsoring programs heavily involving honors students, e.g., McNair Program director, OSLEP coordinator, CCCU programs coordinator, Mortar Board advisor; two students in the Honors Program, one elected by honors students and one nominated by Honors (co-)director(s) (two-year term of office).

   2. Chair: Honors Program (co-)director(s)

C. Honors Faculty:
   1. Membership: full-time faculty approved by the Honors Advisory Council. Qualifications for consideration as honors faculty include the terminal degree, at least one year of teaching at the college level, three recommendations, one each from a student, peer, and department chair, and commitment to teaching an honors class at least twice.
   2. Responsibilities:
      a. Participates in regularly scheduled honors faculty meetings, including in-service and training specific to the honors program.
      b. Assists Honors Advisory Council in evaluation and modification of honors course sequences and/or core components.
      c. Submits honors course syllabi annually to the Honors Program (co-)director(s).

III-E-8 Student Learning Committee
A. Purpose:
   1. An advisory group to guide the assessment of student learning outcomes, thereby continuously improving learning and teaching at course, program, and institutional levels and institutional assessment process.
   2. The SLC will draw on collective expertise to make informed institutional recommendations, advise program and unit directors on defining and assessing specific learning outcomes, and strategically promote evidence of student learning campus-wide.

B. Functions:
   1. Provide strategic recommendations to the institution, including campus departments/units, based on routine review and analysis of information from multiple campus sources on a range of student learning outcomes and an integrated understanding of consolidated assessment results.
   2. Provide guidance to institutional assessment processes by periodically reviewing and commenting on the SNU Assessment Plan and recommending suitable institutional mechanisms and strategies for ongoing outcomes documentation and publication.
   3. Ensure linkages between the University’s assessment program and strategic planning, institutional research, and accreditation processes that make these processes purposeful and useful.
   4. Advise chairs of programs/units in conducting meaningful program reviews, including program objectives, criteria and methods of assessment, outcomes documentation, results of assessment, and use of results.
   5. Resource professional development for faculty in areas related to student-centered learning and assessment.
   6. Promote campus conversations on student learning, focusing attention on student learning as the evidence of effective teaching.
7. Promote campus activities that highlight and celebrate student learning.

C. Organization:
1. Membership: Vice president for academic affairs, all deans, Director of Institutional Research; IRB chair; registrar; Disability Services director; vice president for student development; General Education director; four elected faculty representatives (two elected each year for two-year terms), representing different schools/divisions and colleges if possible.
2. Chair: Faculty member elected from Faculty Senate Membership
   Co-Chair: Dean of the college of Teaching and Learning serves as administrative liaison and chair in the absence of Faculty Chair
3. Secretary: Elected by the committee membership
4. Meetings: At least four times per academic year

III-E-9 Student and Spiritual Life Council

A. Functions:
1. Evaluates student life activities in relation to the total developmental processes of students at SNU.
2. Develops and promotes programs, activities, and services related to a well-rounded student life at SNU (e.g., spiritually, physically, socially, mentally), for residential and commuting students.
3. Surveys the student community to keep aware of student opinion regarding campus life and activities, and communicates to the campus community the results of such survey.
4. Develops and monitors implementation of student retention activities.
5. Counsels with the student development staff concerning student life policies related to student programs, activities and organizations.
6. Makes recommendations to long-range planning groups concerning programs, facilities, and equipment affecting student life and development.
7. Establishes policy for the pep organizations on campus (e.g., cheerleaders, Pep Band, Bleacher Bums, etc.)
8. Makes available to the campus community the results of research bearing on student development.
9. Reviews any necessary Student Government Association candidates, policies, programs, and recommendations.
10. Files minutes of all committee meetings in Office of the Registrar.

B. Organization:
1. Membership: President, vice president for academic affairs, vice president for student development, SGA president, one faculty member and one student elected as representative to the Board of Trustees and appointed to serve on the board committee on student development, two student development staff members appointed by the vice president for student development, two students appointed by the president of the Student Government Association, four faculty members representing different departments elected by the faculty, Director of Student Support Services.
2. Co-Chairs: Vice president for student development and University Pastor/Dean of the Chapel
3. Secretary: Elected by the committee membership
4. Meetings: Monthly or at the discretion of the chair

III-E-10 Teacher Education Council (Governance Unit)

A. Purpose:
1. To serve as the governance unit for teacher education and to act on matters of policy, curriculum and program approval
2. To provide leadership responsibilities for the development, direction, and evaluation of all programs in Teacher Education.

B. Goals:
1. Works together as a unit to recognize and generate excellence in SNU’s Teacher Education programs with traditional and/or innovative means.
2. Recruits and develops honor students as well as those with much potential who represent a broad mix of ethnicity and socioeconomic levels. Special attention will be given to Nazarene and other evangelicals.
3. Develops and maintains quality curriculum and programs in all teacher education areas.
4. Maintains a positive and supportive climate in each classroom.
5. Upgrades instruction with effective uses of technology.
6. Builds harmonious relationships among all areas of the University and with professionals in state agencies, public and private schools, other universities, and professional organizations.
7. Supports and encourages current teacher education faculty.
8. Recruits and develops the strongest and best prepared (terminal degree preferred) classroom teachers.
9. Evaluates on a continuing basis our goals, objectives, curriculum, teaching methods, structure, and governance.

C. Functions:
1. To interface on a regular basis with the advisory Teacher Education committee.
2. To hear the reports and receive the recommendations of the standing committees.
3. To advise these committees in carrying out their duties.
4. To approve ad hoc committees when they are appointed.
5. To establish policy and guidelines for all teacher education programs.
6. To receive communication on any and all matters relating to the Teacher Education Council.
7. To advise and make recommendations to the director of Teacher Education.
8. To establish policy and procedures for admission and retention in Teacher Education.
9. Files minutes of all meetings in the Office of the Registrar.

D. Membership:
1. The council membership shall include the full-time School of Education faculty, the academic administrators, certificate representatives, and public school representatives.
2. The council shall be organized into five standing committees - the Executive Committee, the Graduate Committee, the Screening and Retention Committee, the Staff Development Committee and the Continuing Evaluation Committee.
3. The dean of the College of Business, Education and Kinesiology; the director of Teacher Education (chair); the chair of the School of Education; the director of field experience; the dean of the College of Professional and Graduate Studies; and the full-time faculty of the School of Education shall serve as permanent members of the council. A representative from the K-12 certificate area, a representative from the 7-12 certificate area and public school representatives will be appointed by the director of Teacher Education with approval of this council.
4. A majority of the membership on this committee shall
   a. have teaching experience in the public schools.
   b. be current teacher education faculty.
   c. hold the terminal degree.
5. At least one member shall represent General Education.

E. Meetings:
1. The Teacher Education Council will meet at least once each semester. Monthly meetings will normally be scheduled and announced at the beginning of each school year.
2. A simple majority shall constitute a quorum.
3. Special meetings may be called by the chair as needed.
4. Minutes of all meetings will be distributed to the membership and to the membership of the advisory Teacher Education committee. Permanent copies will be kept on file in the office of Teacher Education.

F. Standing Subcommittees:
1. Teacher Candidate Advisory Committee
2. Teacher Education Bias Review Committee

G. Teacher Education Faculty:
1. Membership on the Teacher Education faculty shall include all faculty members who teach methods courses, professional education courses, supervise student teachers or practicums in education, serve on entry-year assistance committees, and all full-time members of the School of Education.
2. Responsibilities of Teacher Education faculty members shall include:
   a. Participating in faculty development programs as required by accreditation standards. This includes an annual growth plan, annual activity report with some public school service each year until the eight days are completed for each five-year cycle.
   b. Following all policies and procedures adopted by the Teacher Education Council.
c. Working closely with the director of Teacher Education to ensure that all State Department of Education and NCATE standards are maintained in Teacher Education Programs.
d. Maintaining an active role in professional organizations and activities related to teacher preparation and/or a subject matter field.

III-F ADVISORY OR ADMINISTRATIVE COMMITTEES

III-F-1 Athletic Committee
A. Functions:
   1. Coordinates athletics with the total program of the University.
   2. Sets guidelines for the number and extent of the varsity athletic programs the University can adequately maintain within the framework of the institutional objectives.
   3. Reviews the annual budget for varsity athletics.
   4. Approves the various means of raising revenue by varsity athletics.
   5. Assures proper balance in programs for men and women.
   6. Studies the facilities needed to sustain a balanced athletic program.
   7. Makes periodic evaluation of athletic program.
   8. Files minutes of all committee meetings in the Office of the Registrar.
B. Organization:
   1. Membership: President, vice president for academic affairs, vice president for student development, vice president for financial and business affairs, vice president for enrollment management, registrar, athletic director, compliance officer, coach (appointed by the athletic director), Department of Kinesiology chair, three faculty members representing different departments elected by the faculty, faculty athletic representative (appointed annually by the president), two student representatives from the Student Athletic Advisory Council (SAAC), senior woman administrator, and one community representative.
   2. Co-Chairs: President; Vice President for Student Development
   3. Secretary: Elected by committee membership.
   4. Meetings: Monthly during the school year and subject to variation by the chair.
   5. Subcommittee:
      a. Athletic Executive Committee:
         i. Membership: President, vice president for academic affairs, vice president for student development, vice president for financial and business affairs, Department of Kinesiology chair, athletic director.
         ii. Functions: The Athletic Executive Committee guides operational activities subject to policy established by the Athletic Committee.

III-F-2 Commencement Planning Committee
A. Functions:
   1. Arranges for commencement exercises and other major academic public functions (e.g. presidential inauguration).
   2. Selects academic marshals to supervise all arrangements for all academic processions and related activities.
   3. Other persons representing special interests will be assigned specific responsibilities.
   4. Files minutes of all committee meetings in the Office of the Registrar.
B. Organization:
   1. Membership: Vice president for academic affairs, college deans, registrar, Alumni Relations representative, selected faculty marshals, other appointees/invitees deemed appropriate as recommended by chair.
   2. Chair: Vice president for academic affairs

III-F-3 Institutional Review Board (detailed information is found at www.snu.edu/IRB)
A. Functions:
   1. Operates in accordance with federal regulations 45 CFR 46.
2. Reviews all research proposals involving human subjects that are sponsored by units of the University, are conducted on University property, or involve University personnel (students, faculty and/or staff).

B. Membership:
   1. At least five members including a chair appointed by the dean of the College of Teaching and Learning.
   2. Faculty members from across disciplines and programs appointed by the IRB chair.
   3. At least one individual whose primary concerns are nonscientific.
   4. At least one individual from the community at-large who is not affiliated with the University.

C. Documentation is filed according to federal regulations and kept until three years after termination of the project.

III-F-4 Ronald E. McNair Postbaccalaureate Scholars Program Advisory Board
   A. Functions:
      1. Provide program oversight and review for McNair program.
      2. Analyze and recommend services in the best interests of eligible students (low-income, first-generation, under-represented).
      3. Assist in securing input and support of key campus departments and offices.
      4. Provide program advocacy in institutional decision making.
      5. Evaluate outcomes and improve program services.
      6. Reviews executive summary of annual formative and summative evaluation.

   B. Organization:
      1. Meetings: Typically twice a year
      2. Membership: Dean of the College of Teaching and Learning, and representatives appointed by chair from the areas of financial assistance, Office of the Registrar, library faculty, Testing Center, ACE, alumni relations, admissions, student development, study abroad, university advancement, and honors program.
      3. Chair: McNair Program director

III-F-5 Publications Advisory Board (extended bylaws are housed in the Office of Academic Affairs)
   A. Functions:
      1. Oversees student publications including the student periodical and yearbook.
      2. Nominates and elects student editors for student publications
      3. Approves business managers selected by the editors.
      4. Acts as an advisory board for all University student publications
      5. Conducts periodic reviews of publication editors and scholarships

   B. Membership:
      1. Chair: President (or designee)
      2. Secretary: Appointed by the chair
      3. Other members: president, dean of the college of humanities, vice president for financial and business affairs; vice president for university advancement and church relations; vice president for student development; chair, Department of English; chair, Department of Speech Communication; faculty advisors for all student publications; SGA president; SGA vice president of student services or director of publicity; editors of all student publications; three student representatives at-large selected by SGA who are not on the staff of any student publication.

   C. Subcommittees are outlined in the bylaws housed in the office of the dean.

III-F-6 Scholarship Committee
   A. Functions:
      1. Coordinates the awarding of scholarships and grants.
      2. Initiates and coordinates the development of new sources of student assistance.
      3. Formulates institutional policy with regard to granting assistance, related employment and incentives.
      4. Files minutes of all committee meetings in the Office of the Registrar.

   B. Organization:
      1. Membership: President, vice president for academic affairs, vice president for university advancement and church relations, vice president for student development, registrar, director of admissions,
director of financial assistance, assistant to the president for endowment development and planned giving, and two faculty members recommended by the vice president for academic affairs.

2. Co-chairs: Vice president for enrollment management and vice president for financial and business affairs

III-F-7 Strategic Planning Commission

A. Functions:
1. Oversees and evaluates institutional initiatives and progress based on institutional vision and mission.
2. Recommends resource allocation for initiatives that are tied to mission and vision.
3. Periodically reviews and recommends revisions of the institutional mission and vision.
4. Collects data (key performance indicators and educational effectiveness indicators) for institutional use for planning and budgeting.
5. Communicates planning strategies to and establishes systems for input from all major constituent groups.
6. Helps to focus the direction of the institution by establishing goals for the current planning cycle.

B. Organization:
1. Membership: President, vice president for academic affairs, college deans, vice presidents, Faculty Senate president, Staff Council president, SGA president, PGS student representative, board of trustees chair (or designee), institutional research consultant, and other appointees as needed
2. Chair: President
3. Vice chair: Vice president for academic affairs
4. Steering committee: Chair, vice chair, and task team chairs
5. Task Teams: Each member of the commission is assigned to a task team.
   a. Vision and Values
      i. Functions:
         a) Regularly reviews and restates (if necessary) the mission, vision and care value statements, and to refine accompanying essays that expand and explain the meaning of key phrases, ideas, and ideals expressed in these statements.
         b) Regularly reviews strategic goals, strategic initiatives, and unit plans to ensure that activities are in line with the institutional mission and supportive of the University vision
         c) Serves as a compass for the planning process - keeping the planning activities of the institution headed in the appropriate and intended direction
      ii. Membership includes appointed chair from commission, members from the commission to include at least one each faculty, cabinet member, staff and board of trustees representative.
   b. Key Performance Indicators
      i. Functions:
         a) Identifies, defines, and reports key dashboard indicators of institutional effectiveness such as student retention and graduation rates, financial ratios, and measures of faculty and staff quality and support.
         b) Analyzes the indicators to identity and describe key trends and operational concerns, and shares with the strategic planning commission to assist in the determination of the adequacy of current strategic goals and initiatives and in the development of new institutional strategies.
      ii. Membership includes appointed chair from commission, members from the commission to include at least one representative each from faculty and staff, one cabinet member and one college dean.
   c. Planning and Scanning
      i. Functions:
         a) Scans the external environment to identify and describe important trends and factors that would inform and assist in the formation of institutional strategies and initiatives.
         b) Assesses current strategies to determine the extent to which external trends and opportunities have been addressed in the planning process.
         c) Works in tandem with the Key Performance Indicators team to ensure that both internal and external factors and opportunities are considered in the formation and execution of institutional strategies.
ii. Membership includes appointed chair from commission, members from the commission to include at least one representative each from faculty and staff, one cabinet member and one college dean.

d. Tracking and Reporting
i. Functions:
  a) Monitors and reports to the campus community the extent to which strategic initiatives and unit plan are being accomplished.
  b) Provides and maintains a system of accountability to the strategic planning process for unit managers and senior management officials.

ii. Membership includes appointed chair from commission, members from the commission to include at least one staff and faculty representative, a staff person from information technology, one college dean and one cabinet member.

III-F-8 LIFE (SSS) Advisory Board
A. Functions:
1. Reviews evaluation material and recommends changes for improvement.
2. Oversees and conducts ongoing program review in order to assure the LIFE program's effective and strategic work with participants to achieve the project goals.
3. Reviews supporting documentation from all quantitative and qualitative sources and recommend any needed changes in program services.
4. Secures the support of the campus community as project staff makes needed programmatic changes.
5. Makes recommendations for policy changes related to the LIFE program.
6. Recommends awarding of Grant Aid Scholarships to LIFE students.
7. Plans modifications to services for upcoming year.
B. Membership: LIFE director (chair), dean of the College of Teaching and Learning, project staff, and representatives from support offices as appointed by the chair.

III-F-9 Teacher Education Advisory Committee
A. Functions:
1. To assist in the implementation and evaluation of all Teacher Education program.
2. To serve as the primary forum for communication and cooperation between the Teacher Education Council and the certificate areas.
3. To promote understanding of the total Teacher Education program among faculty and students.
4. To design and continuously evaluate the total program in Teacher Education Council.
5. To recommend curricular changes affecting Teacher Education to the Teacher Education Council.
6. To recommend procedures and criteria for processing applications to the Teacher Education program.
7. To recommend procedure and criteria for processing applications for the professional semester.
8. To recommend criteria for the approval of candidates for the graduate program in education and to assist in implementing the graduate programs in education.
9. To recommend and evaluate an effective staff development program for Teacher Education faculty.
B. Organization:
1. Membership: The committee membership is appointed by the director of Teacher Education and approved by the Teacher Education Council.
   a. Ex officio: president; vice president for academic affairs; dean of the College of Business, Education and Kinesiology; dean of the College of Professional and Graduate Studies, registrar.
   b. School of Education full-time faculty
   c. Secondary Education faculty representatives
   d. PK-12 Educators (one each): public school administrator, public school teacher, SNU School for Children representative, private school representative
   e. Teacher candidate representatives (one each): undergraduate (must be admitted to Teacher Education program), graduate
2. Chair: Teacher Education director
3. Secretary: Selected by a vote of the committee
4. Meetings: To fulfill the above function most expeditiously, the Teacher Education Advisory Committee will meet at least once per semester. Four subcommittees of the Teacher Education Council are appointed from the membership of this committee.
III-F-10 Technology Advisory Committee

A. Functions:
1. Provides overall guidance and direction to the operation and continued development of computing resources for Southern Nazarene University.
2. Regularly reviews all aspects of the SNU network technology, including the Bethany campus, Tulsa campus and other off-campus sites related to the teaching/learning process.
3. Monitors and directs as necessary the impact of technology and its interface with the overall mission and ethos of SNU.
4. Develops and recommends to the President's Cabinet for approval policies and procedures for network operation and technology purchasing.
5. Works with the director of information technology and the network staff to establish priorities for network purchasing, planning and program implementation. Such recommendations should take into consideration future convergences of technology and seek to avoid unnecessary duplication of services while maximizing budget efficiency.
6. Offers guidance regarding the use of the technology fee budget and the replacement schedule of campus-wide network equipment and software.
7. Recommends ongoing program of training and development for faculty and staff for use of technology in education and administration.
8. Approves any new campus-wide software changes/implementations, giving careful consideration to potential unintended consequences.
9. Provides advice and counsel to IT/network staff.
10. Fosters greater integration of all campus technology, especially the interface between the network, the AS400, the Univisor, etc.
11. Makes recommendations for such technology related equipment as cameras, screens, carts, projectors, etc.—i.e. those items associated with the role of technology in assisting the educational programs of the University.

B. Organization:
1. Membership: Members are appointed by the chair and may include vice president for academic affairs, dean of the College of Teaching and Learning, information technology director, General Education director, selected faculty, and other staff and faculty deemed appropriate for committee membership by the chair. Various IT/network staff may be invited to meetings for input from time to time.
2. Chair: Director of Online Learning

III-F-12 Other Advisory Groups (detailed information on these groups is housed with the chairs)

A. International Studies Program Advisory Group
B. MorningStar Program Advisory Group
C. NASA Advisory Board
D. Pre-medical Committee
E. QERC Advisory Board
F. Zig Ziglar Center Advisory Board
IV. FACULTY ORGANIZATION AND SERVICE

IV-A FACULTY ORGANIZATION: MEMBERSHIP

IV-A-1 General Faculty
The general faculty consists of the administrative officers and all members of the instructional staff appointed to the rank of Instructor, assistant professor, associate professor or professor.

IV-A-2 Graduate Faculty
The graduate faculty consists of the vice president of academic affairs, college deans and such members of the general faculty as are elected to the graduate faculty by vote of the Graduate Council.

To be eligible for election to the graduate faculty, the instructor must be especially qualified by graduate preparation and experience to teach courses offered in the graduate program. Usually the doctor's degree is required. Under certain circumstances, persons with at least 60 hours of graduate credit are asked to serve. At least 80 percent of the members of the graduate faculty must hold the doctor's degree.

IV-A-3 Associate Faculty
Teaching faculty not under a regular faculty appointment may, by virtue of position or appointment, hold associate membership in the faculty. Associate members may attend meetings of the faculty.
1. Full-time members of the staff, with the exception of administrative officers, who regularly teach eight or more credit hours per semester on an adjunct basis, may be designated by the vice president for academic affairs as associate members of the faculty.
2. Part-time instructors appointed to teach over eight credit hours but not appointed to the rank of Instructor or above, may hold associate membership in the faculty.
3. Persons not in ranked faculty assignments, yet filling positions in direct support of the academic programs of the University, may be granted associate faculty status by the vice president for academic affairs.

IV-A-4 Adjunct Faculty
The educational mission of the University is assisted on a regular basis by faculty members who teach on a part-time or adjunct basis. These persons hold necessary academic credentials in their field of teaching and are contracted on a semester or module basis to provide instructional leadership in designated courses. Adjunct faculty members do not hold faculty rank but may hold associate membership in the faculty on the recommendation of the school/department chair and the academic officer of the appropriate college with the approval of the vice president for academic affairs.

IV-B FACULTY CONTRACT (See Appendix A)

IV-C FACULTY ORGANIZATION: HIRING POLICY - (Full-Time)

IV-C-1 General Policy Statements
A. The University does not discriminate on the basis of race, color, national origin, ethnic group identification, sex, age, or physical or mental disability. However, as a private religious institution, the University reserves the right to exercise preference on the basis of religion in all of its employment practices. Faculty must demonstrate a spiritual attitude in harmony with the methods and goals of the University.
B. The University seeks the involvement in all areas of institutional activity of persons from every group who may contribute to the fulfillment of the mission of Christian higher education on our campus.
C. The policies of Southern Nazarene University regarding Equal Employment Opportunity are not based on coercion from legal or other external forces. Rather they spring from a desire to follow the example of our Lord Jesus Christ who valued and respected all individuals.

IV-C-2 Procedures Employed in Recruitment and Employment of Faculty (Full details can be found in the network drive G:/DEPTCHR)
A. A faculty needs assessment is initiated by either the chair of the academic unit or the appropriate academic officer. The chair will create a position description and forward to the appropriate academic officer for review.
B. Recommendations to the appropriate academic officer reflect appropriate graduate preparation in areas related to expected teaching fields, and either conform to the developmental model for the academic area involved, as well as an approved University plan, or explain why a departure is warranted. (approved May 2009)
C. The appropriate academic officer evaluates recommendations and approves, disapproves or requests additional study. Evaluation normally includes consultation with the president, the vice president for academic affairs, college deans, and other persons knowledgeable of the situation.

D. If the faculty position is approved for funding by the appropriate academic officer, the academic officer initiates the recruitment process.

E. The academic officer will forward the final draft of the position description to the faculty application/employment coordinator Office of Academic Affairs. The position is posted with venues the chair and/or academic officer deem appropriate.

F. The coordinator collects and distributes initial application materials appropriately to chairs of search committees and academic officers.

G. Chair, academic officer and search committee if applicable screen initial application materials, compile a short list of candidates and communicates list to the coordinator, who sends a formal application to candidates.

H. Applications are screened to narrow candidate list to an interviewee list. Chair (and committee if applicable) and academic officer conducts phone interviews with candidates and narrow candidate list to viable prospects. Coordinator sends letters of regret from the academic officer to applicants not selected.

I. Academic officer communicates the list with coordinator to make all arrangements for on-campus interviews including interview schedule, lodging, local transportation, remuneration, etc. Interviews are conducted and feedback is gathered by the academic officer.

J. Selection is made on the basis of discussions between the candidate and the department/school personnel, the appropriate college dean, the vice president for academic affairs and president.

K. If a candidate is selected, the academic officer contacts selected candidate regarding contract and salary and receives verbal agreement. A contract with a faculty member originates in the Office of Academic Affairs and is approved by the president. Coordinator routes for all appropriate signatures.

L. Candidate is officially an SNU faculty member when the signed official contract is received by OAA.

M. All faculty hired are subject to Board of Trustees approval.

**IV-C-3 Appointments**

A. Initial appointments to a position with rank below the level of professor are limited to one academic year. Reappointments are for terms of one to five years based on rank and length of service. Typically, the faculty evaluation process follows the appointment cycle. (Approved March 2008)

B. All multi-year contracts are issued as “rolling” contracts. A new contract is issued each year to the faculty member to be signed and returned.

   1. Full-time faculty with the rank of professor considered for a four-year contract after seven years of full-time college/university teaching.
   2. Full-time faculty at associate rank with a doctoral degree considered for a two-year contract after five years of full-time teaching at SNU.
   3. Full-time faculty at associate rank without a doctoral degree with a minimum of 20 years of full-time teaching at SNU considered for three-year contracts.
   4. All other full-time faculty members not covered in 1-4 above are issued one-year contracts.
   5. All full-time faculty hires receive initial one-year contract for the first two years regardless of rank. (Approved May 2010)

C. Once a faculty member has served full-time beyond five years, further appointments are presumed unless the administration demonstrates by clear and convincing evidence cause for discontinuance in a hearing before a representative body of faculty peers. "Cause" shall be defined as those conditions and provisions outlined in Section IV-F-4 of this handbook. (Approved January 2005)

**IV-C-4 Equal Employment Opportunity**

Efforts to provide equal opportunity employment include but are not limited to the following:

A. Utilization of available sources of applicants for employment to ensure equal consideration of personnel from all avenues which may afford qualified prospects, while at the same time safeguarding the University's stated standards of morality, ethical behavior, and Christian commitment which are guaranteed under the U.S. Constitution.

B. Provision of maximum opportunity for all individuals of all groups of employees to enhance their competencies, within the limits of the University's resources, through such programs as tuition remission and in-service training.

C. Equal consideration of all qualified employees of whatever sex, ethnic group, handicap, or other classification, in the institution's promotion processes and in its transfer and training procedures and programs.
IV-C-5 Policy Objectives
A. It is the intent of the University to employ personnel from groups not of the "traditional majority" (e.g., women and ethnic minorities) who may enhance the quality of education for an increasingly diverse student clientele.
B. It is intended that the skills and potential of all personnel be progressively more fully utilized to the mutual advantage of the institution and its constituent individuals and groups.

IV-C-6 Provision for Review
In fulfilling the objectives of these policies on Equal Employment Opportunity, the University is committed to periodic review and to implementation of modifications in order to avoid discrimination against employees or prospective employees. It is recognized that the institutional purpose of the University needs to be continuously considered in applying the policies, as do the regulations and statutes of federal and state governments.

IV-D FACULTY ORGANIZATION: RANK

Four ranks are recognized in professional standing of faculty: professor, associate professor, assistant professor and instructor. The following descriptions indicate readiness factors to apply for rank advancement. The criteria and process by which applications will be adjudicated are described separately in IV-E-2.

IV-D-1 Professor
To be considered for the rank of professor, a faculty member must meet the following criteria:
A. Hold an earned doctor's degree from an accredited institution of higher education.
B. Have a minimum of seven years of teaching experience at the university level and a minimum of four-five years at the rank of associate professor (four years for accelerated application).
C. Provide evidence of meeting criteria across Boyer areas as laid out in Criteria for Advancement, including but not limited to the following:
   • Have a record of effective teaching.
   • Be active in participation in faculty committees and other activities related to the overall life of the University.
   • Have a record of effective scholarship in subject matter areas including a thoughtful integration of faith and learning in both teaching and scholarship.
D. Display evidence of continued usefulness to the institution.

IV-D-2 Associate Professor
To be considered for the rank of associate professor, a faculty member must meet the following criteria:
A. Hold an earned doctor's degree or have completed a minimum of 60 hours of graduate credit with evidence of continued scholarship (i.e., active doctoral program, summer studies and/or research in teaching field).
B. Have a minimum of five years of teaching experience at the college/university level and a minimum of two-three years at the rank of assistant professor (two years for accelerated application).
C. Provide evidence of meeting criteria across Boyer areas as laid out in Criteria for Advancement, including but not limited to the following:
   • Have a record of effective teaching.
   • Be active in participation in faculty committees and other activities related to the overall life of the University.
   • Have a record of effective scholarship in subject matter areas including a thoughtful integration of faith and learning in both teaching and scholarship.
D. Display evidence of continued usefulness to the institution.

IV-D-3 Assistant Professor
To be considered for the rank of assistant professor, a faculty member must meet the following criteria:
A. Hold an earned doctor's degree or a master's degree.
B. Have a minimum of two years' teaching experience (if less than an earned doctor's degree is held).
C. Provide evidence of meeting criteria in Boyer areas as laid out in Criteria for Advancement, including but not limited to the following:
   • Have the promise of ability to teach.
   • Display evidence of ability to do scholarly work and to engage in the integration of faith and learning.
D. Have the promise of long-range usefulness to the institution.
IV-D-4 Instructor
To be considered for the rank of Instructor, a faculty member must meet the following criteria:

A. Hold a minimum of a master's degree.
B. Have the promise of teaching ability.

IV-E FACULTY ORGANIZATION: ADVANCEMENT IN RANK

Application for promotion in rank begins with notification from the Academic Affairs Office to the faculty member and administrators that readiness criteria are met. Rank application materials are found in Appendix B of this handbook. The application requires an evaluation/recommendation by two faculty colleagues familiar with the applicant’s work, by the chair of the department/school, and by the appropriate academic officer. If the applicant holds the position of department/school chair, an evaluation or recommendation should be submitted by another chair familiar with the applicant's work. Applications are routed to the Faculty Professional Development Council through the Office of Academic Affairs. If applications are approved by the Faculty Professional Development Council, the advancement is recommended to the University president who in turn recommends the advancement to the Board of Trustees. Meeting minimum criteria under the rank point system does not mean the promotion is mandatory or automatic.

IV-E-1 Procedure and Guidelines

A. The Academic Affairs Office notifies faculty member and administrators that readiness criteria are met.
B. Faculty member prepares in consultation with the appropriate administrator(s) and submits a completed Application for Rank Advancement along with an updated curriculum vitae résumé and evidentiary artifact collection to the Office of Academic Affairs and requests recommendation and/or evaluations from appropriate sources to also be forwarded to the Office of Academic Affairs. (See Appendix B, p. 2)
C. The Office of Academic Affairs submits all completed application materials to the Faculty Professional Development Council for evaluation and recommendation.
D. The Faculty Professional Development Council members, after reviewing all supporting documentation including relevant information in the candidate’s rank advancement file, will evaluate the faculty member by completing a Rank Advancement Evaluation form (See Appendix B, p. 8). The decision to recommend or not to recommend will be based on the cumulative ratings of the council.
E. If the applicant is recommended for rank advancement by the council, the vice president for academic affairs presents the recommendation to the University president for consideration.
F. Upon approval by the president, the recommendation is submitted to the Board of Trustees for final action.
G. In the event the application is not approved by the Faculty Professional Development Council, the University president, or the Board of Trustees, the applicant will be notified and may reapply in any subsequent submission period.

IV-E-2 General Criteria for Advancement

Criteria for advancement include these areas:

A. Academic Credentials
   1. Degrees, credits earned
   2. Years of teaching
   3. Years of allied experience
   4. Service at rank level

B. Evidence of continued usefulness to the institution based on professional contributions and growth in the four Boyer areas of Transmission, Discovery, Application, and Integration. The following provide general descriptions and examples, but not a comprehensive list, of these Boyer areas and typical evidence supporting them. See Appendix X for the specific rubric used to adjudicate professional contributions and growth in the rank advancement process.

1. Scholarship of TRANSMISSION: Teaching & Learning
   a. Key question: “How can I foster student learning and engage students more effectively?”
   b. Key concepts: making knowledge better understood by others, determining more ways to meet learner needs, fostering scholarship in others, pedagogy, assessments, critical thinking, etc.
   c. Examples/evidence include, but are not limited to, outcomes from
      - effectiveness of teaching and instructional activities
      - advising and student/faculty mentoring
• developing/improving student assessment methods
• developing/improving teaching portfolios—document experiences
• reviewing/articulating a teaching philosophy
• literature reviews on technique, method
• teaching workshops
• textbook reviews

2. Scholarship of DISCOVERY: Research & Presentation
   a. Key concepts: exploring the terrain between fields, interpreting and applying knowledge from diverse disciplines, most commonly cross-disciplinary work, but could be projects within such well-defined subfields of an individual department that its faculty create substantially new experiences for students and one another.
   b. Key concepts: new lines of inquiry or practice, data collection, contributing to or advancing knowledge.
   c. Key question: “What can be known or applied in new ways?”
   d. Examples/evidence include, but are not limited to, outcomes from
      • presenting a paper at a professional conference
      • publishing (paper, chapter, book, composition, CDs, DVDs)
      • formulating and testing hypotheses or techniques
      • editing journals
      • participation in disciplinary peer-review panels

3. Scholarship of INTEGRATION: Connectedness
   a. Key question/faith integration: “How are my teaching goals, content and style affected by Christian faith?”
   b. Examples/evidence include, but are not limited to, outcomes from
      • chapel attendance and involvement
      • a program of reading in theology, doctrine, church history, denominational records, Christian Education, etc.
      • faith contextualization of lectures
      • faith-integrating assessments
      • an agenda for out-of-classroom influences
      • development/improvement of a philosophy of Christian education
   c. Key question/interdisciplinary integration: “What do findings in other fields mean to my own?”
   d. Key concepts: exploring the terrain between fields, interpreting and applying knowledge from diverse disciplines, most commonly cross-disciplinary work, but could be projects within such well-defined subfields of an individual department that its faculty create substantially new experiences for students and one another.
   e. Examples/evidence include, but are not limited to, outcomes from
      • General Education commitment and involvement
      • resource sharing with colleagues for lectures, presentations, etc.
      • guest lecturing
      • inter-departmental projects
      • inter-departmental field experiences
      • reading groups
      • co-teaching
      • team-teaching (e.g. experimental methods in Honors curricula)

4. Scholarship of APPLICATION: Community Engagement
   a. Key concepts: applied research, serving the community with knowledge, not citizenship per se, but service directly tied to one's field.
   b. Key question: “How can my knowledge serve practical needs?”
   c. Examples/evidence include, but are not limited to, outcomes from
      • campus service
      • church involvement
• civic involvement and community relations
• applied scholarship (testing techniques or theories in the field)
• consulting
• internship cultivation and new systems of assessment
• service learning development and its assessment
• organizing professional symposia off or on campus, and its assessment
• popular press writing (interpreting jargon for other readers on relevant topics)

C. Other Characteristics
1. A Christian worldview and spiritual commitment
2. Commitment to active pursuit of integration of faith and learning
3. Compatibility of the individual and institution and reasonable flexibility in adjusting work assignments as programs rise and wane.
4. Overall integrity, intellectual honesty, and ethical commitment.

Note: These criteria are regularly assessed through the faculty assessment process outlined in the Policies and Procedures Handbook. The faculty assessment system is regularly reviewed and adjusted consistent with academic goals and objectives. Major adjustments to the faculty assessment system are approved by the faculty. Faculty assessment files are maintained in the Office of Academic Affairs.

IV-E-3 Rank Point System

A. Instructor:
1. Degree requirements: master's degree
2. Teaching experience: evidence of ability to teach
3. Minimum Boyer domain performance required = 0

B. Assistant Professor:
1. Degree requirements: doctor's degree or master's degree
2. Teaching experience: Minimum of two years of college/university teaching (if less than an earned doctor's degree is held).
4. Available contracts: 1-year contracts

C. Associate Professor:
1. Degree requirements: Doctor's degree or master's degree with 60 hours of graduate credit
2. Teaching experience: Minimum of five years of college/university teaching
3. Time served at rank: Minimum of two to three years at Assistant rank
4. Minimum Boyer domain performance required = “Commendable” or “Exemplary” on Teaching & Learning domain AND no domain “Insufficient” and one of the following:
   a. with 3 years at Assistant rank, “Commendable” or “Exemplary” on Teaching & Learning domain and “Commendable” or higher in at least one additional domain.
   b. with 2 years at Assistant rank, “Commendable” or “Exemplary” on Teaching & Learning domain with at least 1 “Exemplary” and 2 “Commendable” across all domains (inclusive of Teaching & Learning).
5. Available contracts: 1-, 2-, and 3-year contracts

D. Professor:
1. Degree requirements: a. doctor's degree or equivalent
2. Teaching experience: Minimum of seven years of college/university teaching
3. Time served at rank: Minimum of four to five years at Associate rank
4. Minimum Boyer domain performance required = no domain “Insufficient” and one of the following:
   a. with 5 years at Associate rank, “Commendable” or “Exemplary” on Teaching & Learning domain and “Commendable” or higher in at least two additional domains.
   b. with 4 years at Associate rank, “Exemplary” on Teaching & Learning domain and at least 2 additional domains.
5. Special merit requirement: before recommending advancement to the rank of professor, the Faculty Professional Development Council will give special attention to evidence of scholarly and professional qualities.

6. Available contracts: 1-, 2-, 3- and 4-year contracts.

Notes: The above system also applies to faculty with teaching experience at other institutions. Only one accelerated option may be taken, either from Assistant to Associate OR from Associate to Professor. In either case the minimum years of university teaching experience must be satisfied.

IV-F FACULTY ORGANIZATION: TERMINATION

IV-F-1 General Principles Underlying Faculty Termination

A. Under appropriate circumstances termination of ranked or unranked faculty is the right and responsibility of the University. Such action may be required to maintain the University's institutional integrity as a worthy endeavor in Christian higher education in two ways:

1. Through ensuring superior academic accomplishments and/or moral and ethical leadership.
2. To safeguard its perpetuity in times of severe financial exigencies.

B. Since a precondition of a strong faculty is its concern for its own reflected both in appointment and in separation, the faculty must be willing to assume a role in evaluation of its membership. Equally vital is the concept that the administration must be willing to respect a faculty judgment of a colleague and to afford due process in decision making.

C. Faculty members must be prepared to support an honest and equitable retrenchment effort when financial crisis requires, and the administration must be willing to effect such retrenchment with the least possible disruption to personnel involved.

IV-F-2 Conditions Observed in Release of Faculty (For reasons noted in IV-F-1.a)

When faculty reduction must be effected, the following factors will be among those considered (not necessarily listed in order of importance):

A. Rank
B. Seniority
C. Value to the institution
D. Teaching ability

IV-F-3 Timing

Notification of release of a full-time faculty member is given at least three months in advance for a first year faculty member, six months for full-time faculty members in their second through fifth years; and 12 months for full-time faculty members with more than five years of full-time service with the University, except in cases of moral turpitude when dismissal may occur immediately. (Approved January 2005)

IV-F-4 Conditions and Provisions for which Faculty Appointments May Not Be Renewed

While an appointment for a specified number of years is routinely reviewed at the date of its expiration, if an appointment is not to be renewed, the person involved is notified of impending termination not later than three months prior to the date of its expiration. Reasons for nonrenewal include, but are not limited to, the following conditions and/or provisions.

A. In the case of mental or physical illness that incapacitates the instructor for continued effective service, a contract may be terminated. The individual so terminated becomes the recipient of such benefits as may be provided through insurance and retirement programs of the University. The action may be appealed to a Board of Review (See IV-F-6).

B. In the case of neglect of duty or incompetence defined as “a faculty member’s failure to function responsibly as a teaching professional or in case of poor teaching performance which does not strengthen the instructional staff,” the president of the University may request termination of an appointment to take effect at the end of the academic year in progress. The action may be appealed to a Board of Review. Methods of assessment include, but are not limited to, the official faculty evaluation process.

C. In the case of immoral conduct, an appointment may be terminated effective immediately by action of the president. The action may be appealed to a Board of Review.
D. In the case of conduct or instruction contrary to the standards and beliefs duly disseminated by the University in official publications and made explicit in the Church of the Nazarene manual, an appointment may be terminated immediately. The action may be appealed to a Board of Review.

E. In the case of financial exigency necessitating the reduction of numbers of personnel (See IV-F-5), an appointment may be terminated or interrupted at of the close of the academic year in progress, subject to the provision of three months prior notification of release. The action may be appealed to a Board of Review.

F. In cases involving the termination of appointments, the University is not liable for salary and benefit commitments beyond the effective date of termination.

G. In the case the initial faculty appointment was of a temporary nature.

H. In the case the individual has held the academic rank of Instructor for five years without being promoted to a higher rank.

I. In the case the individual has held the rank of assistant professor for seven years without meeting the prerequisites for promotion to the rank of associate professor.

IV-F-5 Financial Exigency/Retrenchment as Related to Faculty/Staff Reduction

The University's trustees and leaders recognize the possibility of the need arising to reduce the number of professional (as well as auxiliary and support) employees in the light of an impending financial emergency. Thus retrenchment may become necessary under conditions such as a serious decrease in student enrollment; a drop in financial support from sources other than tuition, or other exigency or combination of factors.

Financial exigency is defined as "a state of financial crisis or impending crisis which affects the institution as a whole and in which the survival of programs deemed essential to the mission of the University is in jeopardy." An exigency is deemed to exist at SNU when the president of the University, after consultation with administrators and the Executive Council of the Board of Trustees, declares its existence.

In the event of financial exigency, the administration will explore all reasonable alternatives before resorting to the termination of full-time faculty positions. If full-time faculty appointments are to be terminated, new appointments will not at the same time be made except under extraordinary circumstances where a serious distortion in the academic program would otherwise result. The appointment of a full-time faculty member who has served beyond five years will not be terminated in favor of returning a more junior faculty member except under extraordinary circumstances where a serious distortion in the academic program would otherwise result. (Approved January 2005)

IV-F-6 Provision for Appeal of Termination of Appointment: Board of Review

In any case of termination as specified in Section IV-F of this handbook, the faculty member is afforded the right of appeal in writing to a Board of Review which consists of three representatives from the Academic Affairs Committee of the Board of Trustees appointed by the chair of the Academic Affairs Committee and three representatives from the Faculty Professional Development Council appointed by the vice president for academic affairs.

Written response to an appeal is made by the Review Board within 10 days following the next ensuing meeting of the Board of Trustees.

IV-G FACULTY ORGANIZATION: RETIREMENT (Approved October 2001)

IV-G-1 Faculty Retirement

Retirement from Southern Nazarene University for faculty and administrators shall be granted based on the following criteria:

A. Has reached a minimum age of 55, and

B. Has reached the number 75 derived from age plus number of years of service to SNU, and

C. Has received a recommendation by the Faculty Professional Development Council, the vice president for academic affairs and the president, and

D. Is given approval from the Board of Trustees.

IV-G-2 Emeriti Faculty

A. Emeriti faculty status shall be granted based on the following criteria:

1. Qualifies for faculty retirement (See IV-G-1), and

2. Has a minimum of the equivalent of 15 years of full-time service to Southern Nazarene University, and
3. Has received a recommendation by the Faculty Professional Development Council, the vice president for academic affairs and the president, and
4. Is given approval from the Board of Trustees.

B. Emeriti status will carry the following privileges:
1. Accommodation, when desired and available, of office space and support to continue pursuit of academic endeavors as the mission of SNU is supported.
2. Invitations to appropriate faculty events.
3. Access to library and technology resources.
4. Complimentary tickets to cultural and athletic events.

IV-H FACULTY WORK LOAD GUIDE
To assist the faculty and administration in defining, evaluating and adjusting work loads, the following criteria are generally applied:

A. Normal faculty work load is 24-27 credit hours annually. Those limited to 24 credit hours are usually involved in teaching graduate level courses, are teaching in units where loads are strictly defined by external accrediting agencies, and/or are expected to cover such a wide diversity of material that such a limitation is appropriate.

B. All faculty members are expected to:
1. Serve on faculty committees as elected or appointed (See III-E & F).
2. Conduct academic advising as required by the department/school where they are assigned
3. Participate in student-related, campus-wide activities (e.g. chapel, NSI, athletic events, cultural activities, etc.).
4. Be involved in some form of church and/or community service as part of the overall faculty appointment.

C. For areas of faculty work not easily calculated on the standard credit hour basis, the following ratios provide some guidance. These are not automatically followed, but are useful in assessing overall faculty load:
1. Student teacher supervision 0.67 per student
2. First year teacher supervision 0.5 per teacher
3. Private music lessons 3:1
4. Science labs 2:1
5. Practicum/internship supervision 4:1 (assumes a three-credit hour practicum under regular, careful supervision)
6. Undergraduate professional studies modules 2:1
7. Kinesiology activity courses 1.5:1

D. Department/school chairs receive from three to six credit hours load credit annually.

E. Faculty may receive load credit for special assignments or additional administrative work in a given semester or year upon approval of the appropriate academic officer and the vice president for academic affairs.

F. Library faculty work on a 12-month assignment, assuming regularly scheduled hours comparable to other full-time administrative positions including time off for vacations and holidays.

G. Recommendations for overload teaching opportunities that exceed the 24-27 load equivalent hours per academic year, either in professional studies, graduate studies or traditional courses are limited to one overload course (three credit hours) per traditional semester for a total of no more than five overload courses (three credit hours each) per calendar year. Teaching assignments including overloads must be approved in advance by the department chair and dean. Exceptions that exceed the guidelines must be approved in advance by the relevant deans and vice president for academic affairs in consultation with the department chair.

IV-I FACULTY EVALUATION
Individuals who comprise the SNU faculty represent a great diversity of interests, talents and abilities. The contribution of each faculty member is unique, and to place every faculty member in the same mold would be a waste and violation of talents. Therefore any system provided for assessment of faculty development and performance should not be carried out in a mechanical way without regard to the individuals being evaluated. Neither should it be used to stifle the creative process nor to produce uniformity of style. To enhance faculty development, strengths should be recognized and encouraged. Likewise, goals should be realistically set and systematically realized.

IV-I-1 General Purpose
The primary mission of SNU is instruction in an environment that is distinctly Christian. Although research and service are encouraged, our faculty development and assessment system emphasizes the instructional process and student learning outcomes. The faculty evaluation process involves the following elements:
A. Evaluation of instruction, both instructor and course learning outcomes, by students
B. Evaluation of faculty by supervisor, peers, and self
C. Evaluation of course syllabi
D. Evaluation of classroom instruction by supervisor or colleague
E. Evaluation of advising by counselees
F. Submission of an activity and goals report by faculty
G. Evaluation of supervisors by those being supervised
H. Evaluation conferences

IV-I-2 Specific Purposes

The faculty evaluation system seeks to:
A. Encourage and reward ongoing efforts in faculty development
B. Encourage and reward ongoing efforts to improve student learning outcomes
C. Clarify expectations of the faculty members’ performance
D. Help faculty members capitalize on their individual strengths
E. Help faculty members mitigate their individual weaknesses
F. Provide meaningful feedback on faculty members' performance, especially with regard to student learning
G. Play a role in meeting institutional and departmental goals
H. Promote an equitable distribution of institutional and departmental workloads
I. Obtain meaningful data for use in personnel decisions (promotions, contract renewal, disciplinary action)

IV-I-3 Guiding Principles

A. The primary objective of this faculty assessment system is to create and sustain a culture of meaningful faculty development.
B. An accurate picture of faculty performance necessitates input from multiple sources.
C. The processes of faculty development and evaluation should be conducted openly with full knowledge of and input by the faculty member.
D. To avoid unnecessary burden, the faculty assessment system should be as streamlined as is feasible.
E. The system should be applied consistently and equitably throughout the faculty.
F. Criteria for advancement and acceptable parameters for faculty development should be clearly communicated to the faculty.
G. All evaluative materials, both written and verbal, should be held in confidence.
H. Should remediation be required, it is the joint responsibility of the faculty member and the supervisor. The supervisor should provide a supportive environment for change and the faculty member should carry out the agreed-upon remediation plan.
I. No one should function as an evaluator without being evaluated in similar, yet appropriate, ways.
J. All records of each faculty member’s assessment should ultimately be housed in the member's official personnel file located in the Office of Academic Affairs. The file contents should be available routinely to the faculty member and supervisors (department chair, General Education director, appropriate academic officer, vice president for academic affairs, president). In addition, the assessment information should be forwarded to the Faculty Professional Development Council when a faculty member is applying for promotion/rank advancement.
K. Although the primary responsibility of the faculty member is instruction, other responsibilities are expected of all full-time faculty members. These additional tasks should be chosen and/or assigned to capitalize on the strengths and interests of each faculty member. At a minimum, a faculty member should expect to assume a fair share of departmental responsibilities and to exhibit the characteristics of a Christian scholar.

IV-I-4 Faculty Evaluation Procedures (revised April 2008)

A review cycle synchronized with the contract cycle is recommended. Over this time period, every SNU faculty member will engage in a comprehensive review which assesses developmental activities and performance over the past contract period and will plan for the next contract period. In the interim between comprehensive reviews, information is submitted annually and compiled in the faculty member's evaluation file including student ratings of instruction. Information will be solicited from a variety of sources to have as complete and accurate an assessment as possible of the faculty member's goals and performance. If deemed necessary, the comprehensive review process can be initiated outside of the established time frame by a department chair, appropriate academic officer, or the vice president for academic affairs.

A. Established Full-Time Faculty Members
(Forms and instructions relevant to these evaluative procedures are located in Appendix C-1, C-2, and D-1 - D-3)
1. Student Ratings of Instruction (online course evaluation takes place at the end of each semester).
   a. Results to faculty member, department chair, academic officer, General Education director (if applicable)
2. Faculty Professional Activity Report (See Appendix C-1)
   a. Completed annually and due to the Office of Academic Affairs at the beginning of the academic year; covering the previous year's activities (including summers).
   b. Copies are distributed to department chair, appropriate academic officer, and General Education director (if applicable).
3. Observation of Colleague Instruction (See Appendix D-2)
   a. Completed, with report filed, annually
   b. Observation of a colleague's classroom instruction during at least one class period, conducted on or off campus.
   c. Colleague for observation chosen by mutual agreement of department chair and faculty member (colleague may be at SNU or another institution of higher education).
   d. Copies of reports sent at regular review cycle to department chair, appropriate academic officer, General Education director (if applicable).
4. Faculty Professional Goals (See Appendix C-2)
   a. Completed on the contract cycle in consultation with department chair; General Education director should also be consulted if faculty member is on General Education faculty.
   b. Due by the date set by the Office of Academic Affairs each fall.
   c. Copies to department chair, appropriate academic officer, General Education director (if applicable).
   d. If funding is requested for any development activities outlined in the goals, a copy of this document (along with a detailed budget request and statement of support from the supervisor) should be forwarded to the Faculty Professional Development Council for consideration.
5. Faculty Evaluation (See Appendix D-1)
   a. Completed for review by appropriate academic officer and department chair on the contract cycle.
   b. Completed by supervisor, another faculty member, and appropriate academic officer.
   c. Copies to department chair and appropriate academic officer.
6. Administrator Evaluation (see Appendix D-3)
   a. Applies only to those who have supervisory/administrative assignments.
   b. Completed quadrennially.
   c. Completed by those who are supervised by the designated individual.
   d. Copies of results to department chair/program director and appropriate academic officer.

The annual documents (Faculty Professional Activity Report, Observation of a Colleague Instruction, Student Ratings of Instruction as requested) should be sent to the Office of Academic Affairs and will be accumulated in the faculty member's official evaluation file at time intervals indicated for each. In the designated review year coordinating with the contract cycle, the required documents (Faculty Professional Goals and Faculty Evaluation) will be completed during the fall semester of the last year of the contract under the direction of the Office of Academic Affairs. Prior to a new contract being issued in the last year of the contract cycle, the faculty member's department/school chair and appropriate academic officer or vice president for academic affairs will review the documents in the faculty member's evaluation file. Once all documentation is complete, the faculty member, department/school chair and appropriate academic officer or vice president for academic affairs will then meet for the purpose of evaluating progress in the review period. At this conference, the faculty member, department/school chair and appropriate academic officer or vice president for academic affairs would jointly develop a comprehensive growth strategy and plan for the next review period. The summary information is, at that time, recorded and placed in the faculty member's permanent evaluation file.

B. New Full-Time Faculty Members
New faculty will be evaluated in the first, second, and fourth years of their employment at SNU before becoming a part of the review rotation tied to the contract cycle. The documents required and general procedure for the review cycle will be the same for established faculty (see above).

IV-J CODE OF ETHICS FOR TEACHERS IN SOUTHERN NAZARENE UNIVERSITY

IV-J-1 Article I: Relations to the University
A. The attitudes and practices of the faculty member should comply with the honor and dignity of the office of appointment.
B. The faculty member should teach within the field of competence, sharing the responsibility of another field only when preparation assures the required antecedence.
C. The faculty member is technically obligated to meet and conduct regular class sessions in accordance with the rules of the University, striving always to do so to the highest ability.

D. It is the moral responsibility of the faculty member to maintain a high standard of efficiency in the field being taught by a careful observance of the trends or education and other changes, being careful always to present findings in the light of the Christian perspective of the University and its expressed objectives.

E. The faculty member should avoid unfavorable, tactless or questionable remarks and criticisms regarding the administration; divergences of opinion or viewpoint should be discussed between the faculty member and the proper administrator, and not in the classroom or in the presence of students. Any dissonant points which tend to create wrong or ugly impressions or situations should be presented to the proper authorities at the proper time.

F. A faculty member serving on a committee, according to parliamentary procedure, cannot act individually. The faculty member may pursue issues and problems apart from the committee, but cannot exercise authority for the group on matters that rightly come under the jurisdiction of the committee without the committee's consent.

G. In moral candor, if a faculty member falls out of alignment with the spirit, doctrines and policies of the University, the faculty member should make it known to the chief administrator, who in turn has a right to ask for a resignation.

IV-J-2 Article II: Relations to the Church
A. The faculty member, whether a member of the Church of the Nazarene or not, should be in full accord with the doctrines, practices, and Christian objectives of the University.

B. It is preferable that a high percentage of faculty members of the University be members of the Church of the Nazarene, who would feel obligated to give their support to the University. Nonetheless, we recognize the value of the enrichment members of other evangelical denominations provide for the University, and they should be accepted and honored among us as Christian colleagues and friends.

C. It is a faculty member's moral duty to support and respect general, district and local church authority, to give appropriate and justifiable cooperation to requests and requirements voiced by the church.

D. A faculty member should always be an example of the understanding, love, faith and practices of Jesus Christ on and off the campus, as well as in service.

IV-J-3 Article III: Relations to Other Instructors
A. A faculty member should not publicly or privately criticize or take issue with another instructor, nor by implication betray or demean colleagues. Honest differences can be expressed under conventional circumstances.

B. A faculty member who feels obligated to question or raise any issue about another faculty member's attitudes, techniques, or practices, should consult the faculty member concerned, or present the complaint to the president or vice president for academic affairs.

C. No faculty member has jurisdiction or censure rights over another and therefore should not interfere in any private matter between other faculty members, or between other faculty members and students.

D. It is the faculty member's ethical duty to report to duly constituted authority any matters known to be detrimental to the welfare of the University. This procedure is not "ratting"; to conceal or hide evidence against criminal behavior is unlawful and makes the one who conceals evidence an accomplice.

IV-J-4 Article IV: Relations to the Students
A. It is the faculty member's duty to be professionally ethical at all times. A faculty member should be courteous, just and understanding in all relations with students and respect individual differences, interests, freedoms, personality traits, aptitudes, right to dissent and intrinsic worth.

B. A faculty member should merit the respect of the student by being worthy of confidence and esteem.

C. Propriety and good taste in all conduct and appearance and the cautious regard for professional dignity in every relation are the badges of teacher-student association in and outside the classroom.

D. Enthusiasm and inspiration are an indispensable part of classroom and campus involvement; faculty should provoke and inspire students in attitude, spirit, and leadership.

E. The faculty member is bound confidentially not to divulge information given by a student, unless the student gives consent. This does not foretell the fact that serious disclosures concerning matters which have imperative legal complications may need special consideration and handling.

F. It is the responsibility of the faculty member, both in the classroom and in private conversation, to use every opportunity to implant in the mind and heart of the student a respect for, and appreciation of, and a loyalty to the standards, practices, and Christian objectives of Southern Nazarene University, as well as for the personnel of the student body, the faculty, the administration, and the Board of Trustees of the University, and the Church of the Nazarene that endows it.
ACADEMIC FREEDOM

Faculty members at Southern Nazarene University are carefully selected on the basis of academic preparation and religious commitment. Only persons with an appreciation of the philosophy and objectives of Southern Nazarene University will be offered employment. Only persons in the Wesleyan theological tradition (or genuinely sympathetic with that tradition) and those willing to accept the general and special rules of the Church of the Nazarene will be offered full-time status with rank.

Academic freedom for a faculty member at Southern Nazarene University is the right to preserve, transmit and discover ideas in the areas of the faculty member's competence and within the limitations of the philosophical perspectives of Southern Nazarene University and the "Articles of Faith" of the Church of the Nazarene.

RIGHTS AND PRIVILEGES

General Statement

Faculty members have all rights and privileges of other citizens. However, the limitations in the statement of Academic Freedom (Section IV-K) relating to the "Articles of Faith" of the Church of the Nazarene will be followed in both original employment and continued service.

A faculty member, when making statements of personal and/or political persuasions, should claim such statements as a private citizen and not as a representative of the institution.

Faculty Grievance Policy and Procedures

A. Definition of Grievance:

The term "grievance" as used in these policy statements refers to any complaint or formal expression of dissatisfaction by a faculty member or members, directed against another faculty member(s), or against the University or an any administrator, office, standing committee or administrative unit, alleging violation, misapplication, or misinterpretation of 1) any law or statute of federal or state government, 2) any official SNU document of governance, precedent concerning contract, salary or other benefits, work load, working conditions, promotion, reappointment or termination.

B. Grievance Policy:

It is expected that nearly all issues of notable dissatisfaction on the part of a faculty member as a result of any event, circumstance or condition on campus, shall be resolved through normal person-to-person channels of interaction in this Christian-oriented institution.

In situations where consultation on the matters at issue between an aggrieved member and others shall fail to resolve the problem, an appeal may be forwarded to the Grievance Committee in writing by the person aggrieved. The written grievance document should include:

1. A statement of the complaint identifying the name/s of person(s) or group(s) charged and the circumstances leading to the grievance (events, dates, times, places, etc.)
2. Legal, ethical or other infringement of rights alleged (laws, regulations, policies, procedures violated, pertinent to case),
3. Redress sought, and
4. Any other relevant remarks.

Decisions on matters of grievance are made in consideration of official statements found in statutes, ordinances, contracts, governing board actions as printed and current, University publications (e.g., Catalog, Faculty Handbook, Policies and Procedures Handbook), and established precedents, written or unwritten.

C. The Grievance Committee

For each instance of filing a grievance, the vice president for academic affairs, acting with the academic officers, nominates an ad hoc committee consisting of five faculty members. A list of nominees is presented to the president of the University for appointment and/or possible substitution and for designation of a chair for the committee. The written grievance then is received by this committee normally through the department/school chair or appropriate academic officer.

A. Procedures:
1. After the aggrieved faculty member has submitted a written grievance to the appropriate departmental/school chair or appropriate academic officer and has failed to reach a satisfactory resolution of the issue within 30 days, a request may be made in writing and by certified mail to the vice president for academic affairs for a hearing before the Grievance Committee within the 30 days thereafter.

2. The Grievance Committee first conducts a fact-finding investigation to obtain documents, written communications and any information pertinent to the issue (i.e., names, places, dates, times, events, etc.).

3. Grievance Committee Actions:
   a. Upon completing the investigation, the committee reviews the facts obtained in closed session and seeks to bring about satisfaction to the grievant short of a formal hearing. If the effort to resolve the case in this less formal manner succeeds, the case then terminates.
   b. In the event that a formal hearing is determined to be required, within 30 days after the initial receipt by the committee of the written complaint, notification of a meeting with the committee is given to both the grievant and the person(s) charged in the grievance. The hearing is conducted in the presence of both the aggrieved and the person(s) charged. If desired by both parties and the committee, one representative for each primary party may accompany the parties aggrieved and charged.

4. The Grievance Committee, meeting thereafter in closed session or in the presence of administrators who may be called, recommends a solution based upon the evidence revealed.

5. The recommendation is then forwarded in writing to the principal parties in the case.

6. Should either party to the grievance wish to pursue the issue further, an appeal may be made to a three-person panel of Board of Trustees members. The appeal panel will be comprised of members of the Academic Affairs Committee: chair, secretary and one other member appointed by the chair. Written notice of such appeal is to be made within 30 days after the Grievance Committee has rendered its recommendation. The notice must contain a statement of reasons for the appeal.

7. The appeal panel considers the case at a special meeting and makes a decision which is communicated by certified mail to the primary parties and to the Grievance Committee.

8. The Grievance Committee keeps accurate records of all deliberations and actions. The records are confidential and are accessible only to the committee and the primary parties. When the tenure of the ad hoc group terminates (at the end of each case or series of cases), the records are sealed and delivered to the Office of the Registrar for safekeeping for a period of three years after which they are destroyed.

**IV-M** ORGANIZATION OF THE FACULTY

Organization of the faculty of Southern Nazarene University is described in the Faculty Constitution found in Section IV-N.

**IV-N** CONSTITUTION OF THE FACULTY OF SOUTHERN NAZARENE UNIVERSITY (adopted November 2008; revised 2012)

**IV-N-1 Preamble**

Southern Nazarene University has historically educated students for responsible Christian living within the context of the liberal arts, selected professional and graduate studies, a Wesleyan-Holiness theological perspective, and a cross-cultural community life. The University exists as a Christian community of scholars who strive to model the hospitality of grace, the pursuit of truth, and the practice of discipleship as they prepare graduates who think with clarity, act with integrity and serve with purpose.

The Board of Trustees and Administration of Southern Nazarene University are charged with the responsibility of fulfilling that mission with the cooperation of faculty, staff and students. By tradition and by virtue of their status as professionals in the field of education, the SNU faculty plays an essential role in this process. In order to clarify the specific responsibilities of the faculty and enhance communication and cooperation among the faculty, the administration, the staff and the students of the University, we establish the Constitution of the Faculty.

**IV-N-2 Article I: Purpose**

A. To provide for general faculty involvement in the affairs of the University.
B. To provide for faculty involvement at the decision-making level through:
   1. Standing councils and committees of the faculty
2. General faculty meetings
3. Faculty Senate
   a. The Faculty Senate is a representative body of the entire faculty and functions as a vehicle for
      communication and leadership among administration, teaching faculty, students, and University
      clientele. The purpose of the Faculty is to be a constructive force within the University and to allow for
      the most effective participation of the faculty in the affairs of the University.
   b. The responsibility of the Faculty Senate is to:
      i. Serve as the Executive Council of the Faculty.
      ii. Provide oversight of the faculty committee structure and facilitate committee elections.
      iii. Recommend policies, procedures and practices through the faculty committee structure and make
           recommendations on such matters to appropriate administrative officers and governance bodies of
           the University.
      iv. Provide leadership in maintaining communication and good rapport with administration, students,
           and among faculty.
      v. Facilitate spiritual leadership for faculty and students.
      vi. Recommend programs for academic support and professional development and assist in improving
          the academic life of faculty members.
      vii. Make recommendations to administration on matters affecting faculty welfare and benefits for
           faculty members.
      viii. Articulate faculty positions on issues of general concern to the University.
      ix. Advise the University president, vice president for academic affairs and other administrators of the
          University through mutually acceptable means regarding matters concerning University priorities,
          budgets, facilities, and long-range planning.
      x. Evaluate the Faculty Senate and its functions periodically.
      xi. Provide an effective forum for communication between administration and teaching faculty.
   c. The responsibility of the Faculty Senate president is to report annually to the Board of Trustees on the
      state of the faculty and the University.
C. To add strength to the academic program through the support of academic freedom as outline in section IV-K in
   the Faculty Handbook.
D. To provide for participation in the development of a general campus climate conducive to an active and maturing
   spirit of character, culture and Christ.
E. To provide for the exchange of information and ideas, a faculty voice at all levels of decision, and formal faculty
   action on any appropriate issue pertaining directly to faculty.
F. To provide for the general welfare of the faculty in such areas as:
   1. Recruitment and retention of faculty.
   2. Insurance and retirement programs.
   3. Due Process.
   4. The development of community among students, faculty, staff, and administration.

IV-N-3 Article II: Membership
A. The General Faculty consists of the University President, Vice president for academic affairs, Vice Presidents,
   College Deans, other designated administrative officers, and all persons holding full-time appointments with the
   rank of Professor, Associate Professor, Assistant Professor or Instructor.
B. Additional faculty positions may be recognized for the purposes of membership, representation and voting on the
   Faculty Senate. These positions are established in the bylaws of this Constitution, Articles I and II.

IV-N-4 Article III: Organization
A. Faculty Governance
   1. Under the direction of the University president, the vice president for academic affairs is the chief academic
      officer. The vice president for academic affairs is directly responsible for guiding the academic affairs of the
      University and for promoting faculty involvement under this Constitution.
   2. The University president or vice president for academic affairs shall serve as chair of all general faculty
      meetings called by the administration or in which any official action beyond the level of recommendation is to
      be taken.
B. Faculty Senate
1. The Teaching Faculty as defined in the bylaws of this Constitution are represented by a Faculty Senate. The make up and election of the Senate is set forth in the bylaws of this Constitution.

2. The University President and Vice president for academic affairs are considered ex officio and non-voting members of the Senate.

IV-N-5  Article IV: Faculty Councils and Committees
A. Standing councils and committees operate to address specific areas of the campus including undergraduate and graduate academics and professional development.
B. The standing councils and committees of the University are listed in the bylaws of this Constitution and are defined within the Faculty Handbook.
C. Special faculty committees may be formed to meet needs not covered by standing committees. Such committees may be formed by the vice president for academic affairs or by action of the Faculty Senate in consultation with the vice president for academic affairs.

IV-N-6  Article V: Faculty Meetings
A. Regular Meetings of the faculty are called and chaired by the University President or, under his/her direction, by the Vice president for academic affairs. He/she may call for official action on any matter deemed necessary.
B. Requests for special meetings of the faculty may be made to the University president by a majority vote of the Faculty Senate.
   1. Such special meetings are chaired by the Faculty Senate president under the direction of the University president. The agenda of such meetings will be approved by the Faculty Senate and will be submitted to faculty one week prior to the meeting.
   2. The general purpose of such meetings is to provide opportunity for participation in a program of general faculty development and include such activities as faculty workshops, seminars, sharing of ideas and concerns in the interest of all phases of the campus community.
   3. Any recommendations from the special meeting will be limited to the items specified by the agenda.

IV-N-7  Article VI: Finances
Faculty dues and other collected funds are under the supervision of the Faculty Senate as outlined in the bylaws of this Constitution.

IV-N-8  Article VII: Lines of Communication
A. To achieve a desirable level of communication among faculty requires a sincere and diligent effort. In order to accomplish this, the following is necessary:
   1. The Faculty Senate Secretary or designated appointee will keep accurate records of all proceedings and transactions of the Faculty Senate and will make a written copy of all meetings available to members of the faculty and administration.
   2. The Registrar will maintain a recording of all proceedings of regular faculty meetings and special meetings.
B. The Faculty Senate President is responsible for supervising the communication of information to all members of the teaching faculty and University administration.

IV-N-9  Article VIII: Bylaws
Bylaws providing operational guidelines not covered by this Constitution, but for the purpose of reaching the objectives identified in Article I, may be adopted when first approved by a majority of the Faculty Senate followed by a majority vote of the faculty membership present and voting at a meeting called in accordance with this Constitution and bylaws.

IV-N-10  Article IX: Ratification and Amendments
This Constitution became effective upon approval by a two-thirds vote of all the members of the faculty present and voting at a faculty meeting on November 6, 2008 called in accordance with this Constitution and bylaws and by the Board of Trustees of Southern Nazarene University on May 8, 2009.

Amendments to this Constitution may be proposed by written petition submitted to the faculty as a whole at least one month in advance of any regularly scheduled meeting of the faculty.

IV-N-11  Article X: Interpretation
All questions relating to the interpretation of this Constitution and bylaws will be referred to the Faculty Senate and the vice president for academic affairs.

**IV-O  BYLAWS TO THE CONSTITUTION OF THE FACULTY OF SOUTHERN NAZARENE UNIVERSITY** (adopted November 2008; revised 2012)

**IV-O-1  Article I. Faculty Senate**

**A.** The faculty senate is the Executive Council of the Faculty and is composed of 20 voting members. The membership is comprised of the following:

1. A Faculty Senate president is elected by the faculty and serves for a two (2) year term.
2. Ten (10) members, hereby designated as “at-large representatives,” represent the colleges of the university. No division or school will have more than one at-large representative. At-large representatives are elected from within the colleges as such:
   a. College of Business, Education, and Kinesiology – 2 members
   b. College of Humanities – 2 members
   c. College of Natural, Social and Health Sciences – 2 members
   d. College of Teaching and Learning – 2 members
   e. College of Professional and Graduate Studies – 2 members
3. Nine (9) members, hereby designated as “division and school representatives,” represent the divisions and schools of the university. Each division or school will elect one representative from their area as follows:
   a. College of Business, Education, and Kinesiology – 3 members; 1 from each of the following:
      i. School of Business
      ii. School of Education
      iii. School of Kinesiology
   b. College of Humanities – 3 members; 1 from each of the following:
      i. School of Music
      ii. School of Theology and Ministry
      iii. Division of Cultural and Communication Studies
   c. College of Natural, Social, and Health Sciences – 3 members; 1 from each of the following:
      i. Division of Math and Science
      ii. School of Nursing
      iii. Division of Social and Behavioral Sciences

**B.** Non-voting Members

1. The University President and Vice president for academic affairs are ex-officio and non-voting members of the Senate.
2. The Faculty Athletic Representative (FAR) is a regular non-voting member of the Senate and may bring a report to a regular Senate meeting with a one week advance request to the Faculty Senate President to be placed on the agenda. The Faculty Senate President may also request the Faculty Athletic Representative to provide a report.

**C.** Other officers of the Senate are the vice president, secretary, treasurer, and parliamentarian and are elected according to the Senate elections (Article III) of these bylaws. These officers, along with the Faculty Senate President, are the Executive Board of the Faculty Senate.

**IV-O-2  Article II. Representation within the Faculty Senate**

Representation within the Faculty Senate consists of the teaching faculty of the University and professional staff.

**A.** The teaching faculty consists of those holding faculty rank and teaching classes on a regular basis.

**B.** Professional Staff holding faculty rank may serve as members of the Faculty Senate. At-large representatives for the College of Teaching and Learning are elected from the following areas:

i. Library
ii. Registrar
iii. Academic Center for Excellence
iv. Student Support Services
v. McNair Scholars
iv. Athletics
viii. Online Learning

IV-O-3 Article III. Senate Elections
A. Faculty Senate members are elected annually from a ballot prepared by the Faculty Senate in the spring semester. The Faculty Senate prepares and administers the ballot during a regularly scheduled faculty meeting.
B. The Faculty Senate president is elected every two (2) years by a majority vote of the faculty. The nomination slates for the Faculty Senate president will be prepared by the Faculty Senate.
C. The colleges provide at-large representative nominees under the uniform guidelines provided by the Faculty Senate. At-large representatives for a college are elected by a plurality vote of the faculty within that college.
D. The divisions and schools provide division and school representative nominees under the uniform guidelines provided by the Faculty Senate. Division and school representatives are elected by a plurality vote of the faculty within the respective divisions or schools.
E. The Faculty Senate vice president, secretary and treasurer are elected from Senate membership each year by the sitting Senate.
F. The Faculty Senate parliamentarian is elected from Senate membership each year by the sitting Senate. However, if necessary, the parliamentarian may be appointed as a non-voting member from the faculty at-large.
G. The Faculty Senate reserves the power to make such additional regulations for the holding of elections as it may deem necessary and proper in harmony with this Constitution and By-laws.

IV-O-4 Article IV. Faculty Senate Terms of Service
A. Senate members shall serve for a period of two years.
B. The term of service begins at the commencement of the fall semester.
C. The terms of service for the Senate representatives are staggered in alternate years to provide for continuity. At-large representatives from within the College of Teaching and Learning and from within the College of Professional and Graduate Studies are elected on staggered years to retain continuity of representation on the Senate.
   1. Eleven (11) representatives: nine (9) division and school representatives; one (1) College of Teaching and Learning at-large representative; and one (1) college of Professional and Graduate Studies at-large representative are elected concomitantly.
   2. Eight (8) other at-large representatives: two (2) College of Business, Education, and Kinesiology at-large representatives; two (2) College of Humanities at-large representatives; two (2) College of Natural, Social and Health Sciences at-large representatives; one (1) College of Teaching and Learning at-large representative; and one (1) college of Professional and Graduate Studies at-large representative are elected on alternate years.

IV-O-5 Article V. Faculty Senate Executive Board and Duties
A. President – duties of the president are:
   1. To call meetings of the Faculty Senate.
   2. To preside over the Faculty Senate meetings.
   3. To preside over the special meetings of the faculty as outlined in the Constitution.
   4. To supervise the communication of information to all members of the teaching faculty and University administration.
   5. To assist in setting the agenda for the faculty meetings in consultation with the University president and/or vice president for academic affairs.
   6. To report annually to the Board of Trustees on the state of the faculty and the University. This report is submitted to the faculty.
   7. To perform other duties normally pertaining to the office unless otherwise provided for in the constitution, or by vote of the faculty.
   8. To serve as one of the faculty representatives to the Board of Trustees.
   9. To serve as a member of additional committees as designated by the University president.
   10. The Faculty Senate will recommend to the vice president for academic affairs adequate release time be given to the Faculty Senate president.
B. Vice President – the vice president will assume the duties of the president in the president's absence from meetings of the Faculty Senate. When the president no longer holds an appointment at the University, the vice president will assume the office of the president until the next general Senate election.

C. Secretary - duties of the secretary are:
   1. To keep accurate records of all proceedings and transactions of the Faculty Senate and be prepared to report to general faculty sessions.
   2. To make a written copy of all meetings available to members of the faculty

D. Treasurer – the treasurer is responsible for the processing of all monies collected or disbursed related to Faculty Senate activities.

E. Parliamentarian – the parliamentarian will insure that proper parliamentary procedure is followed.

IV-O-6 Article VI. Faculty Senate Vacancies
A. President – The vice president will assume the office of the president until the next general Senate election.
B. Vice President – the Faculty Senate will elect from its membership a member with a minimum of one year remaining in the term.
C. Secretary, Treasurer and Parliamentarian – the Faculty Senate will elect from its membership.
D. Division and School Representatives – The appropriate division, school or college will elect a representative to fill the position until the next scheduled Senate election. If vacancy occurs during the representative's first year, the replacement will serve only for the one remaining year.
E. At-large Representatives – the at-large representative vacancy will be elected by the faculty at their next regular college meeting. If vacancy occurs during the at-large representative's first year, the replacement will serve only for the one remaining year.

IV-O-7 Article VII. Faculty Senate Meetings
A. The Faculty Senate Executive Board will meet as deemed necessary by the Faculty Senate President.
B. The Faculty Senate will meet a minimum of twice a semester. Additional meetings may be called by the Faculty Senate president.
   1. For the purpose of conducting business, Senate meetings require a quorum of 2/3 of the Senate.
   2. When a quorum is not present, the Senate may meet for the purpose of exchanging information.
   3. All meetings of the Senate will be open unless the Senate establishes an Executive session. Executive session may be declared by the Faculty Senate president for any reason.
   4. Proposed Senate agendas will be submitted to the faculty one (1) week prior to the Senate meeting.
   5. Additional agenda items may be submitted by the faculty to the Faculty Senate.
C. The rules of order for all meetings will be Robert's Rule of Order, Revised.

IV-O-8 Article VIII. Councils or Committees
A. The following standing councils or committees are presently operating and are defined within the Faculty Handbook.
B. The standing councils or committees are chaired by a member of the Faculty Senate, with a faculty rank of Associate or Full Professor. The chairs of the councils or committees listed below will collaborate with an administrative liaison that is the appropriate administrative officer such as the Vice president for academic affairs or a Dean, who will serve as a meeting co-chair in the absence of the faculty chair.
   1. Academic Council
   2. Faculty Professional Development Council
   3. Graduate Council (faculty co-chair must be actively teaching graduate classes)
   4. Student Learning Committee
C. The Faculty Professional Development Council will prepare the nomination slate for faculty positions on these standing councils or committees. Attention will be given to appropriate distribution of faculty across committee appointments.
D. The Faculty Senate may create additional councils and committees as deemed necessary.
E. The Faculty Senate will exercise broad oversight over all councils and committees and may request reports from such.
F. Faculty Senate Subcommittees
   1. The Faculty Senate will appoint a standing subcommittee on the University budget. This sub-committee will work with the administration in planning, developing, recommending, and will receive regular budgetary reports.
2. The Faculty Senate will appoint a subcommittee on professional concerns related to discipline and termination of faculty. This committee will work with the administration to review due process and termination based upon performance as outlined in the Faculty Handbook, Section IV-F.

3. The Faculty Senate may appoint such other subcommittees from time to time as it deems necessary.

4. All such subcommittees will be chaired by a member of the Faculty Senate.

IV-O-9 Article IX. Finances
A. The annual dues of the faculty and any additional allocated funds from the University will be under the direction of the Faculty Senate with oversight given by the Faculty Senate treasurer.
B. The Faculty Senate may establish guidelines for expenditures as deemed necessary and proper.

IV-O-10 Article X. By-law Proposals or Amendments
A. By-law proposals or amendments will be proposed by the Faculty Senate or by the faculty at-large.
B. By-law proposals or amendments will be presented by the Faculty Senate president at a meeting of the faculty. A copy of the proposal or amendment will be distributed to the faculty at least one week prior to consideration of said bylaw.
C. Approval of the by-law(s) as is outlined in the Constitution.
D. The proposal or amendment becomes ratified and part of the bylaws of this Constitution upon approval.
V. FACULTY SALARY AND BENEFITS

V-A FACULTY SALARIES

V-A-1 Salaries/Contract Period
A. Faculty salaries are recommended by the president and approved by the Board of Trustees.
B. Salaries are kept within the bounds of an objective salary scale. The base salary is for a nine-month academic year. The base salary for library faculty is for a 12-month contract. (See Appendix E)
C. Salaries ordinarily are paid on the last day of the month with such items as income taxes, social security payments and annuity payments being withheld. When the last day of the month falls on Saturday checks ordinarily are issued on the preceding Friday. When the last day of the month falls on a Sunday the checks ordinarily are issued on the following Monday. Before the first check is issued, a person must complete a W-4 exemption form including social security number and file for annuity if appropriate.
D. Appointment of summer faculty will be based on student demand for classes and/or the needs of the institution. Summer term salaries are not part of the annual contract and no guarantees are made. Department/school chairs are paid on the same formula as other faculty. No summer term salary is provided for departmental/school administration.
E. A contract year is considered the nine-month academic year (essentially from mid-August through mid-May). Salaries are paid over 12 months. Library faculty and some professional studies salaries are based on 12-month contracts. In such cases faculty receive three weeks vacation and University holidays. Some 11-month contracts are based on a prorating of the three weeks vacation with holiday benefits. This schedule may be adjusted by the Board of Trustees at its annual meeting.

V-A-2 Extended Faculty Contracts (See Contracts, Appendix A)
A. Extended contracts of ten, 11 and 12 months are given commensurate with responsibilities for a given position and usually indicate some administrative component to the faculty role.
B. Extended contract salaries are based on an extension of the regular faculty contract, determined by the faculty salary schedule.
C. Faculty members with a ten-month contract work the regular nine-month schedule, plus one additional month (21.6 days). This additional month is sometimes designated with regard to time frames and, in other cases, on a flexible schedule based on tasks assigned. No vacation time is allotted or calculated.
D. Faculty members with 11- and 12-month contracts work all the regular working days of the University and receive three weeks of vacation (or 11/12ths of three weeks) in addition to the University designated holidays. These administrative assignments are considered to require a regular pattern of office hours, balanced as appropriate by teaching loads incorporated into the overall position. Variations in this pattern should be approved by the appropriate college dean or vice president for academic affairs.

V-A-3 Salaries: Noncontract for Instruction
A. Noncontract pay for traditional courses involves sessions outside the normal fall and spring sessions, e.g., summer term. Salary is calculated using the following formula:

\[ \text{Salary} = \text{Monthly Salary} \times \text{Teaching Load Fraction} \times \text{Enrollment Fraction} \]  
\[ \text{(e.g., 1000.00} \times 24/6 \times 40/10) \]

**Monthly Salary** is that shown on salary schedule for current year.

**Teaching Load Fraction** = Credit Hour Load over six (not to exceed 1.0) (e.g., 24/6)

Note: Credit for arranged courses is not included in credit hour load.

**Enrollment Fraction:**
- for undergraduate courses = enrollment over ten (not to exceed 1.0) (e.g., 40/10)
- for graduate courses = enrollment over five (not to exceed 1.0) (e.g., 30/5)

**Restrictions:**
In no case will the faculty pay for a given course exceed the tuition generated as determined by tuition actually paid. Any variation must be approved by the vice president for academic affairs.

B. Regular faculty who, on an overload basis, teach course modules in professional studies or graduate programs will be paid at the prevailing rate for all instruction in those areas.
V-A-4  Salaries: Part-Time for Instruction
Pay will generally depend on the number of credit hours taught. The amount per credit hour depends on the degree held by the instructor and is determined by the Office of Academic Affairs. A contract is prepared by the department chair or program director specifying basic responsibilities and is signed by the president, the appropriate college dean or the vice president for academic affairs, the supervisor, and the instructor.

V-B  FRINGE BENEFITS - FINANCIAL

V-B-1  Medical Insurance
The University pays a portion of the cost of premiums for medical insurance for the faculty member and the immediate family as defined by the current University policy. (Effective 7/1/2009)

V-B-2  Salary Protection
A. Long-Term Disability: The University participates in a Long-Term Disability Program. Under this plan for disability claims, there is a three-month waiting period prior to paying of benefits. Benefits consist of sixty percent of the employee's regular salary less other income adjustments (Social Security and Workman's Compensation) for the duration of the disability to age 65. The University will pay full salary during the three-month waiting period. The above is subject to a one year waiting period for eligibility of new employees.
B. Employee-Workers' Compensation: All employees of Southern Nazarene University, while participating in work-related activities, are protected under the Oklahoma Workers' Compensation law. The University bears the total expense of this insurance. The first three days of absence from work due to a job-related accident will be paid by the University on a pro rata basis. (Refer to employee workers' compensation policy, dated June 1, 1997)

V-B-3  Retirement Program
A. All full-time faculty members are eligible to participate in the retirement program on a voluntary basis at the completion of the first year of a full-time contract. If the full-time faculty member has contributed portions of salary to a retirement program at another university prior to employment at SNU, they may be eligible immediately pending the previous retirement program stipulations.
B. SNU matches 1.5 times the amount of employee contributions up to 5% of the grand total salary listed on the Faculty Salary Schedule. For example, if a contribution of 5% of the employee's annual salary is made, SNU will match by contributing an additional 7.5%. Although the employee may contribute more than 5%, SNU will only match up to that level. Contributions made to the retirement program from monies earned through duties not listed as a part of the annual salary schedule or Faculty Contract (e.g., overload courses, summer advising, coaching) will not be matched by SNU.

V-B-4  Social Security
The University participates in the Social Security government insurance program and takes from the employee the amount required by the federal government and pays an equal amount toward the employee's Social Security benefits.

V-B-5  Faculty Graduate Program Tuition Assistance Grants
Faculty members in an approved doctoral program may receive tuition assistance for some portion of their program. Grants are typically issued at approximately 50% of standard tuition and fees of Oklahoma state institutions of higher education. Exceptions to this policy are sometimes made based on available funds. Application for this assistance is made through the Office of Academic Affairs and is dependent upon the availability of budgeted funds within each academic year. (See Appendix H for application).

V-B-6  Tuition Waiver for Full-Time Employees, Spouses and Children
A. Faculty are permitted to enroll in any traditional course originating on the Southern Nazarene University campus without cost or payment of the general fee (faculty members will pay lab or special fees).
B. Full-time employees, spouses and their dependents shall be eligible for tuition waiver at Southern Nazarene University subject to guidelines of the tuition waiver policies found in the Policies and Procedures Handbook housed with the Office of Financial and Business Affairs.
C. Faculty dependents will normally receive waiver of tuition from other participating Nazarene colleges/universities if a dependent of a faculty member attends a Nazarene college/university elsewhere. All waivers are subject to the policy of the receiving institution.
D. Dependents of current faculty who become deceased after having served the University for at least two years are granted tuition waiver as set forth above. (The time limit is waived in the event death occurs while on special mission for the University).
E. Full-time faculty member’s dependents may apply for tuition waiver with member institutions of the Council of Christian Colleges and Universities (CCCU). CCCU tuition waivers are based on the admission and tuition policies of the receiving institution. [April 2008]

V-B-7 Moving Expenses
A. Payment for moving expenses for new full-time faculty will be covered from any point in the continental United States plus $150 for utility deposit. Moving expenses may include some specially packed items (approved in advance by the Office of Academic Affairs) and appropriate insurance, but excludes overall packing for shipment.
B. Moving cost reimbursement will be based on an average cost calculated from three estimates from reputable moving companies submitted to the Office of Academic Affairs by the moving faculty member. Monies will be paid directly to the faculty member and not to the moving company. [Approved April 2008]
C. The University will also reimburse the faculty member’s expenses for airfare or standard mileage rate one-way from point-of-move to Bethany, whichever is lower, as well as one night of lodging if required. [Approved April 2006]

V-B-8 Ordained Ministers’ Housing
As a guideline, the government (IRS) normally allows ordained ministers a deduction from taxable salary for housing equivalent to the actual cost for rental (including utilities) of a furnished house. Ministerial housing allowance granted for ordained ministers is subject to IRS regulations. The amount of the deduction must be reported to and approved annually by the Office of Financial and Business Affairs.

V-C FRINGE BENEFITS – PROFESSIONAL

V-C-1 Sabbatical Leaves
The approval of sabbatical leaves will be subject to the following conditions:
A. A full-time faculty member with the rank of assistant professor or above, who has been at Southern Nazarene University for seven years or more, is eligible to apply for a sabbatical leave for the purpose of research, travel, or other approved projects which will promote professional growth and enhance personal service to the University.
B. The faculty personnel file must be complete and up to date.
C. Applications for sabbaticals (See Appendix F) must be submitted to the administration in writing at least 12 months before the leave is to begin. The application must include an outline of the project that is being proposed and a statement setting forth the benefits of such project to the professional growth of the applicant and the general strengthening of the University. Although some measure of freedom will be permitted in planning for such programs as graduate study, research, writing and travel for cultural and professional enrichment, the nature and the quality of the project proposed must be approved by the appropriate academic officer and the President. Proposals which include employment or assistantships in other institutions will not be approved except in special cases where the merit of the total program clearly satisfies the purposes of the University’s sabbatical policy.
D. 1. As a rule, not more than one faculty member will be granted sabbatical leave in any one semester. Approval will be based in part upon the possibility of making adjustments within the department involved. Required courses which would normally be taught by the faculty member during the semester designated for the sabbatical leave should, wherever possible, be offered during the other semester of the same academic year.
   2. Some elective courses may have to be omitted during the year in order to make possible the offering of required courses. Other instructors may need to carry an additional course for a semester in order to avoid disrupting the curriculum pattern. Arrangements for meeting the course needs of the department must be worked out with the appropriate academic officer before final approval can be recommended to the Board of Trustees.
E. The faculty member on leave for one semester will receive full salary, or if arrangements can be made, up to half salary for one year. Any faculty member accepting sabbatical leave will be asked to agree to continue service at Southern Nazarene University following such leave (See Appendix F). This agreement in writing will provide that, in the event the faculty member on leave does not return to the University, the amount of salary received during the sabbatical will be refunded to the University. If the faculty member withdraws from the University by choice within one year after a sabbatical leave, one half of the amount received will be refunded. If the faculty member continues service for two years, the refund obligation will be discharged.
F. The administrative officers of Southern Nazarene University, as members of the faculty, are also eligible for sabbatical leave following the general principles as outlined above. Administrative sabbatical leaves would encompass the equivalent of one semester leave (approximately four months). Due to the nature of administrative assignments, sabbaticals may be granted in up to three segments within a fiscal year if it is not
possible to arrange for the entire sabbatical to be taken at one time. Applications for administrative sabbaticals are directed through the President who presents them to the Board of Trustees for approval. The President may request a sabbatical leave directly through the Executive Committee of the Board. [Approved October 2001]

G. A written report of sabbatical activities, together with any agreed product(s), must be submitted to the appropriate academic officer by the date indicated in the sabbatical request. The faculty member is expected to make a public presentation on the same during the semester following the sabbatical leave.

V-C-2 Professional Meetings
Each faculty member is provided an annual allotment of $600 designated to provide for limited expenses to selected professional meetings. Up to $100 of this allotment may be used for professional membership dues, and/or journals. Faculty professional travel funds not used in one year may be used in the next year if more than the current $600 allotment is necessary. The funds do not carry forward year to year on a cumulative basis.

V-C-3 Educational Opportunities
A. Faculty members are urged to continue formal education even beyond the doctoral level.
B. Full-time faculty and staff will limit courses taken to a maximum of six semester credit hours in any given semester.
C. Graduate work taken at Southern Nazarene University beyond the master's degree is limited to eight semester credit hours for salary increments. Faculty members involved in doctoral programs may use faculty professional travel funds for tuition and research expenses for up to four academic years. (Also see V-B-5)

V-C-4 Faculty Development
The continuing development of faculty is of vital importance to the instructional program of the University. While faculty development may occur without institutional organization the Faculty Professional Development Council has been established to give guidance to faculty development needs. Written reports and presentation are required as follow-up to completion of sabbaticals and Faculty Scholarship Support Grants in order to make the University community aware of faculty professional involvement and project outcomes. Please refer to III-E-6 on the Faculty Professional Development Council for a more complete discussion of faculty development and institutional provisions for this program.

V-C-5 Available Organizations
A. Affiliation with local, state and national educational and subject matter associations is encouraged. Most personal memberships are paid by individual faculty. Institutional memberships may be paid for from budget funds.
B. Epsilon Chapter, the local chapter of the Nazarene Honor Society, Phi Delta Lambda, is open to faculty members who graduated from college with honors cum laude or above.

V-D FRINGE BENEFITS – GENERAL

V-D-1 Cultural and Recreational Activities
A. Faculty and immediate family are admitted to all Southern Nazarene University home athletic contests (Homecoming and special event games are exempt from this courtesy).
B. Faculty and immediate family are admitted to all cultural events (including but not limited to school sponsored musical performances, plays and art shows) at a reduced rate equivalent to or less than a reduced student or senior citizen rate.
C. Faculty members are permitted to use the gymnasium and swimming pool. Use should be approved by the chair of the Department of Kinesiology for both individuals and groups.
D. Faculty and families are provided recreational opportunities under the Leisure Services Program. Charges are made only where the expense is incurred by the nature of the activity.
VI. FACULTY POLICIES AND RESPONSIBILITIES

VI-A INSTITUTIONAL RESPONSIBILITIES

VI-A-1 Chapel Attendance
General chapel services are held regularly on two days each week. Convocations and special services may be scheduled in addition. Faculty members are expected to attend.

VI-A-2 Faculty Meetings
General faculty meetings are normally scheduled for the first Thursday of each month during the school year. Full-time faculty is expected to attend. Associate faculty members are invited to attend.

VI-A-3 Committee Assignments
Faculty members are expected to serve on committees and/or councils to which they may have been elected or appointed. Variations in committee/council assignments are processed by the Office of Academic Affairs.

VI-A-4 Administrative Office Hours
In order for the administrative program of the University to function smoothly, each administrative officer will post a schedule of office hours and will follow this schedule as closely as duties permit. When deviations are anticipated, notice to this effect should be posted unless there is an assistant present to meet callers.

VI-A-5 Student Contact Hours
Faculty should reserve regular time daily, insofar as possible, for student contact. Each faculty member will post a schedule of office hours on the office door (or in an area of the office suite that is accessible to students) and will follow this schedule as closely as duties permit. Office hours and electronic contact information will also be noted in course syllabi and on electronic course sites. When deviations from the posted schedule are anticipated, notice to this effect should be posted unless there is an assistant present to meet calls and visitors. Regularly kept contact hours of one or two hours a day will be more beneficial than longer periods at irregular intervals. (approved May 2005; revision approved May 2009)

VI-A-6 Communications
Faculty members are expected to be aware of new or revised information as it affects their responsibilities. Interoffice and other intra-school communications are made by e-mail, mail, and the Echo. Official class printouts, notices of change of registration, and the like are usually sent by way of e-mail. Schedules of examinations are available on the SNU Web site and Intranet (My.snu.edu)

VI-A-7 Supplies and Equipment
Supplies and equipment are secured only upon requisition by the chair or supervisor of the department and approval of the appropriate administrator. If proper approvals are secured, a purchase order may be prepared by the Office of Financial and Business Affairs. The University is not obligated to pay for supplies purchased without a purchase order. Expenditure for supplies must be kept within budget allocations. If requisitions are to be presented after purchases are made, the University is not obligated to reimburse for expenses unless prior authorization has been noted in writing by the manager of the budget from which the expense is being paid.

VI-A-8 Student Assistants
The University endeavors to provide such administrative and laboratory assistants as are necessary for the most efficient work of the instructional staff. The amount of assistance provided to an individual instructor is based on the amount and nature of the teaching load and on the recommendation of the department/school chair and appropriate dean. Information regarding the use of work-study students may be obtained through the Office of Financial Assistance and Career Services Center. Expenditures for student assistance must remain within established departmental/school budgets.

VI-B CLASS POLICIES: GENERAL

VI-B-1 Opening Classes
It is appropriate and recommended to open class sessions with prayer or other short devotional activity.

VI-B-2 Academic Integrity
Faculty members are responsible to model for and demand from students integrity and ethics in academic work. Faculty members are required to report in writing (see Moodle / Faculty Resources) on any academic integrity incident as defined by the SNU Academic Integrity Policy, and have the freedom to handle consequences within the context of each course. Administratively, action taken when a student is found violating academic integrity standards will lead to placement on academic integrity probation and may lead to dismissal following multiple violation reports.

VI-B-3 Student Learning Outcomes
Faculty members are expected to assess student learning outcomes in at least one course annually and are encouraged to note how course learning outcomes relate to disciplinary outcomes in their academic area.

VI-C CLASS POLICIES: ATTENDANCE

VI-C-1 Meeting Classes
A. Instructors are expected to meet with their classes regularly. If a faculty absence is necessary, a substitute instructor should be provided or extra class assignments should be given to compensate for the class time lost. Regardless of arrangements made, the instructor is obligated to notify the department chair and/or the appropriate dean prior to or as soon as possible following any unforeseen absence.
B. Faculty members should not make off-campus or on-campus commitments which will require missing classes routinely. Arrangements to resolve any on-going schedule conflicts should be approved by department/school chair and/or with the department/school chair or appropriate dean prior to implementation.

VI-C-2 Tardiness
A. Classes should begin on time. If a faculty member finds that tardiness for a class session is unavoidable, information should be relayed to the class in order for the students to know that the class is going to meet. Any faculty member who anticipates being detained frequently by administrative duties or for other causes should explain the situation to the class early in the semester and ask that the class always wait.
B. Unless some other understanding has previously been established between the instructor and the class, students are free to leave when they have waited ten minutes beyond the time that the class should have begun and there has been no word from the instructor.

VI-C-3 Class Records and Grades
Faculty will keep a full record of attendance and of grades through the semester with official reports made to the Office of the Registrar when midterm and final term grades are submitted. Additionally, quarterly reports are to be submitted for all student athletes using the designated link at my.snu.edu and according to the dates specified on the official Academic Calendar.

VI-D CLASS POLICIES: EXAMINATIONS

VI-D-1 Late Tests and Examinations
Faculty may use discretion in permitting students to make up routine tests, quizzes and the like. Students wishing to take a final exam at an alternate time than what has been officially scheduled by the Office of Academic Affairs must be granted permission by the vice president for academic affairs.

VI-D-2 Class and Examination Schedules
The Office of Academic Affairs has the responsibility for establishing meeting times and locations for classes. Instructors wishing to deviate from their regularly announced schedules of hours and rooms must receive prior approval from the Office of Academic Affairs. Should approval be sought and granted to modify a meeting time or location of a class, the Office of Academic Affairs will notify all parties concerned (e.g., registrar, building manager, etc). This process will likely ensure that student and faculty directories are as complete and accurate as possible and scheduling conflicts are minimized.
VI-D-3 Retaining Examination Papers
A. Faculty may use discretion in returning exams and assignments to students to keep. Regardless of the final disposition of these documents, however, it is the student's prerogative to thoroughly review all graded papers and exams, and to counsel with the instructor about issues relative to the student's performance on those various assignments.
B. The procedure for review of graded work is to be established by the instructor and clearly and unambiguously communicated to the students enrolled in the class (preferably in the syllabus).
C. All graded work (e.g., exams, routine assignments, major papers, etc.) should be kept on file for a reasonable length of time so that any student will have ample opportunity to view those materials.

VI-E CLASS POLICIES: GRADING/CREDIT OPTIONS

VI-E-1 Assigning Grades
An outline of the current grading systems for traditional and nontraditional academic programs may be found in the academic catalog at www.snu.edu/catalog (Current Catalog link).
A. Plus (+) and minus (-) grades can be used but are not required.
B. The grade "W" is to be assigned only after an official withdrawal notice has been sent by the student's advisor and processed by the Office of the Registrar. Withdrawals processed before the end of the fourth week of a regular term have no transcript record; those processed by the end of the 10th week of a regular term appear as a "W" on the transcript.
C. An incomplete grade, reflected with an "I" on the transcript, is given when a student lacks some limited, but essential, requirement of the course. An "I" is allowed only in special cases where students experience illness or an unavoidable crisis toward the end of the semester. In such circumstances, it is the student's responsibility to request an incomplete grade by completing the appropriate paperwork through the Office of Academic Affairs, and receive approval from the course instructor, department chair, and appropriate dean. An "I" is not to be given simply to allow late submission of course requirements for which ample time for completion was given during the term. Should an "I" be granted, all outstanding assignments must be submitted prior to the beginning of the final examination period of the subsequent semester. Extension of the standard completion period requires approval from the appropriate dean.

VI-E-2 Posting Grades
A. Regular posting of students' grade progress throughout the semester is essential to establish good instructor-student relationships and a supportive learning environment. Although the method for grade posting is not mandated, whatever process established by the instructor should be clearly communicated to students as early in the semester as possible (preferably in the syllabus), and should be followed consistently throughout the semester.
B. Student privacy must be carefully protected in whatever format is established; therefore, names and/or Social Security numbers cannot be used to post grades.
C. Official, final grades are to be submitted via the electronic link at my.snu.edu upon completion of the term by the dates specified on the official Academic Calendar.
D. Transcript postings and official grade reports cannot be prepared until all grades have been submitted and received from faculty, so timely attention to this record-keeping function is critical.

VI-E-3 Mid-term Grades
All students are to receive an accurate, official report of their midterm grades by the date designated on the official Academic Calendar. As with final grades, midterms are also submitted via the electronic link at my.snu.edu.

VI-E-4 Procedures for Change of Grade
A. Clerical Error or Miscalculation - Final course grades are to reflect the work completed during the semester in which the student is enrolled for the course. Routine grade changes, therefore, should arise only when a clerical error or miscalculation has occurred. Should a clerical or miscalculation occur, the instructor can submit a Change of Grade form to the Office of the Registrar to correct the error.
B. Student Dispute - If a student believes the grade reported by the instructor is unfair, or if there is a dispute between the student and instructor over the assessment of work completed in a course, the student has the right to appeal the grade assigned.
1. The student should first meet directly with the instructor to review the student's performance in the course. In this setting, the student and instructor should make sure that the grade accurately reflects the work submitted, grades received for elements that comprise the final course grade.

2. Although the student may request that the instructor reconsider a grade assigned for a particular assignment, such consideration is at the instructor's discretion and will normally occur only if there is a compelling reason to believe the original grade was a seriously inaccurate assessment of the level of performance on a given assignment.

3. If the instructor agrees to reconsider previously submitted work, and the re-evaluation changes the grade for the course, the instructor may submit a Change of Grade form at that time.

4. Grade changes are not allowed for work submitted after a term is completed for the purpose of raising a grade unless the student has an approved incomplete grade request on file for the course.

5. If the dispute remains unresolved after consultation with the course instructor, the student may appeal to the appropriate department/school chair.

6. If, after initial review with the course instructor and the department/school chair, no grade change is deemed appropriate, the student may submit a formal grade appeal in writing to the college dean of the student's major. Included should be documentation the student deems appropriate to support the appeal.

7. Once a letter of appeal is received from the student, information is requested from the course instructor to explain and document the basis used for determining the student's course grade.

8. All written materials are then reviewed by an appeals board and a recommendation is made to either grant the appeal or leave the grade as originally recorded.

9. Final determination rests with the dean.

10. Any questions concerning the grade appeal process should be referred to the Office of Academic Affairs.

VI-F INTELLECTUAL PROPERTY (Approved May 2009)

VI-F-1 Purpose
The Southern Nazarene University policy on intellectual property is intended to meet the needs of both the creative community of faculty and students and the University by:
A. Encouraging the creation of intellectual property for the advancement of the academic enterprise.
B. Creating a least restrictive environment that promotes academic freedom while guaranteeing academic integrity.
C. Promoting clarity and guidance in current and future issues of intellectual property ownership and use.
D. Protecting intellectual property rights acquired or created from impermissible use.
E. Providing fairness and equity in the distribution of proceeds from and control of intellectual property created within and through the University.

VI-F-2 Guiding Principles
This policy outlines conditions of ownership by the University and/or by the creator/employee. The policy statement is available in full on the SNU Faculty Resources course in the SNU online course management system (Moodle or MyCourses). This policy is guided by the following principles:
A. There is no joint ownership of intellectual property; such property belongs either to the creator(s) or to the University.
B. When the creator(s) of intellectual property own the property, income and rights of control lie with the creator(s) and not the University.
C. When the University owns intellectual property, rights of control and income from such property will be negotiated and reduced to contractual terms between the University and creator(s).
D. New types of intellectual property such as on-line courses and digital courseware will be treated the same as traditional intellectual property.

To facilitate the implementation of this policy, the vice president for academic affairs, acting with and through the Faculty Professional Development Council, and in collaboration with the general legal counsel of the University, will prepare and distribute relevant model legal documents and recommended procedures for the appropriate implementation of this policy. This policy will be regularly reviewed for appropriate updates.

The appropriate University Intellectual Property Agreement is required to be completed and signed by individuals working with sponsored programs research and undergraduate research with students and is intended for use by SNU
faculty, staff, and students who wish to protect intellectual property that is noncommissioned. Prior written approval must be obtained from the Vice president for academic affairs using the appropriate form.

See SNU Faculty handbook Appendix I and Student Handbook for further information which includes:

- SNU Intellectual Property Policy
- Student Agreement Form
- Faculty Agreement Form
Fig. 1 – Southern Nazarene University Organizational Chart

PRESIDENT'S CABINET AND DIRECT REPORTS

Board of Trustees

President

Vice President, University Advancement & Church Relations

Vice President, Financial & Business Affairs

Vice President, Academic Affairs

Vice President, Student Development

University Pastor/Dean of the Chapel

Vice President, Enrollment Management
Fig. 2 – Southern Nazarene University Organizational Chart
VICE PRESIDENT FOR ACADEMIC AFFAIRS

President

Vice President for Academic Affairs

Dean, College of Business, Education & Kinesiology
  Chair, School of Education
  Chair, Dept. of Kinesiology
  Chair, School of Business
  Dean, College of Natural, Social & Health Sciences
  Chair, School of Nursing
  Chair, Div. of Social & Behavioral Sciences
  Chair, Dept. of History, Politics & Geography
  Chair, Dept. of Psychology
  Chair, Dept. of Sociology
  Dean, College of Humanities
  Chair, Div. of Cultural & Communication Studies
  Chair, Div. of Science & Mathematics
  Chair, Dept. of Biology
  Chair, Dept. of Chemistry
  Chair, Dept. of CS/NE
  Chair, Dept. of Math
  Chair, Dept. of Physics
  Dean, College of Teaching & Learning
  Chair, School of Music
  Chair, School of Theology & Ministry
  Chair, Div. of Cultural & Communication Studies
  Dean, College of Prof'l & Grad. Studies
  Director, ACE
  Director, General Ed.
  Director, Honors
  Director, McNair
  Director, Online Learning
  Director, ASEC
  Director, Library
  Director, Instructional Technology
  Director, A.A. Online
  Director, Global Engagement
  Director, Morningstar Institute
  Director, International Studies Program
  Prof'l Studies Program Directors
  Alternative/Prior Learning
  Business Administration
  Criminal Justice
  FSG
  Organizational Leadership
  Network Management
  RN-BS
  SNU Tulsa

Director, Academic Grants
Director, Information Technology
Director, Institutional Research
Registrar’s Office

Academic Affairs
8-30-13
Fig. 3 – Southern Nazarene University Organizational Chart

VICE PRESIDENT FOR BUSINESS AND FINANCE

Board of Trustees
President
Vice President for Business and Finance

Associate VP for Business & Finance
Director, Human Resources
Director, Information Technology
Director, Facilities Management
University Controller
Director, SNU Network

Manager, University Store
Director, Southern Plaza
Manager, Print Shop
SNU Foundation Treasurer

Director, Benefits
Director, Campus Safety & Security
Director, Transportation
Director, Transportation

Accounts Payable
Business Office
Laptop Center
Payroll
PGS Business Office
Accounting
Laptop Center
Fig. 4 – Southern Nazarene University Organizational Chart
VICE PRESIDENT FOR STUDENT DEVELOPMENT
Fig. 5 – Southern Nazarene University Organizational Chart

VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT AND CHURCH RELATIONS

President

Vice President, University Advancement & Church Relations

Director, Zig Ziglar Center for Ethical Leadership and Peer Learning Network

Executive Asst., Univ. Advancement

Director, Advancement Services

Donor Record Specialist

Director, Planned Giving

Associate Vice President, University Advancement

Coordinator, University Advancement Special Events

Director, SNU Fund and Advancement Programs

Executive Asst., University Advancement and Dir, Academy of Sr. Professionals

Director, Media Strategies

Executive Director, Alumni

Alumni Specialist

Director, Zig Ziglar Center for Ethical Leadership and Peer Learning Network

Director, Advancement Services

Associate Vice President, University Advancement

Coordinator, University Advancement Special Events

Director, SNU Fund and Advancement Programs

Executive Asst., University Advancement and Dir, Academy of Sr. Professionals

Director, Media Strategies

Executive Director, Alumni

Alumni Specialist

Graphic Design Specialist

Web Administrator
Fig. 6 – Southern Nazarene University Organizational Chart
VICE PRESIDENT FOR ENROLLMENT MANAGEMENT

President

Vice President for Enrollment Management

Executive Admin. Assistant-Vice Pres.

Director, International Student Services

Director, First Impressions

Director, First Impressions

Communication Coordinator / Recruiter

Loan Coordinator

Financial Aid Counselors

Administrative Assistant

Assistant Director of Financial Aid for PGS

Financial Aid Counselors

Admissions Recruiters

Special Events Coordinator

Database Coordinator

Executive Admin. Assistant-Vice Pres.
Full-time Faculty Contract

Faculty Member: «FirstName» «LastName»
Rank: «Rank»
Assignment: «Assignment»
2XXX-2XXX Salary*: «Salary»
Payment Start Date: «paydate»
Duration of Current Contract: «Yrs_contract»
Annual Appointment: «Months»
Date of Issue: 
Next Possible Contract: «Next_contract»

The FACULTY MEMBER agrees to conform to the following:
1. To be in accord with the purposes and spirit of SOUTHERN NAZARENE UNIVERSITY (SNU) and with the doctrines and standards of the Church of the Nazarene;
2. To follow the policies and procedures listed in the SNU Faculty Handbook as these relate to work loads and other employment expectations;
3. To exemplify such personal, moral, and religious conduct as shall be above reproach;
4. To teach and perform all instructional duties as assigned with diligence, professionalism, and high academic standards;
5. To attend regularly scheduled chapel and other religious services, faculty meetings, and campus service activities and committee meetings as assigned;
6. To notify the immediate supervisor (department/school chair or supervising dean) in case of enforced absence because of illness or other reasons;
7. To avoid during the term of this agreement other remunerative employment that, by reason of its nature or amount, will compromise professional standing or efficiency. Any outside employment or activity that may infringe upon performance to the expectations of this contract, the department/school, or SNU as a whole must have the approval of the SNU president and/or the supervising dean.

Compensation:
8. The salary indicated on the annual salary schedule is subject to such withholdings as may be required by statute and by established policy of SNU.
9. In addition to the salary, fringe benefits (i.e., insurance, retirement, etc.) will be provided in keeping with the established policies of SNU and according to eligibility criteria as identified in the Handbook.
10. Starting and ending dates of a standard nine-month contract coincides with the fall Faculty Convocation and spring Commencement respectively. Extended contract starting and ending dates are established by the supervising dean.
11. Payment annual of salary is disbursed in 12 equal payments in accordance with the dates established by the SNU Office of Business and Financial Affairs.

It is hereby understood that if the FACULTY MEMBER should at any time fail to abide by these standards of agreement, SNU reserves the right to sever the contractual relationship in accordance with policy statements contained within the Handbook.

This contract is governed by Oklahoma law, and any controversy or claim arising out of or relating to this contract or its breach shall be settled by mandatory arbitration in Oklahoma City, Oklahoma. The decision of the arbitrator shall be final and binding. The arbitration will be conducted in accord with the Rules of the American Arbitration Association except that SNU shall be responsible for paying the fees of the arbitrator. Judgment upon any award rendered by the arbitrator(s) may be entered in any court having jurisdiction. The parties agree that no administrative or judicial complaint will be filed but that any disputes will be resolved in accord with this agreement to arbitrate.

The parties' obligations under this section shall survive the termination for any reason of this agreement (whether such termination is by the University, by the faculty member, upon the expiration of this agreement or otherwise).

This contract will be void if not returned within three (3) weeks of date of issue unless special circumstances are approved in advance by the Office of Academic Affairs (e.g., sabbatical leaves).

Faculty Member

Date Accepted

President

Academic Officer

For multiyear contracts, salary and fringe benefits figures will be adjusted in accordance with the approved SNU budget for the subsequent years of this contract. Changes in salary for existing contract will be noted on a revised salary schedule and confirmed with the faculty member.
Southern Nazarene University
RANK ADVANCEMENT APPLICATION INSTRUCTIONS

1. Applicant obtains application materials from the Faculty Handbook on consisting of:
   a. Instructions for Rank Advancement Application (this document)
   b. Rank Advancement Check List
   c. Rank Advancement Application Form
   d. Rank Advancement Evaluation Forms (4 forms)

2. Applicant writes letter requesting Rank Advancement.

3. Applicant submits completed forms to the Office of Academic Affairs:
   a. Letter requesting rank advancement
   b. Current curriculum vitae
   c. Rank advancement portfolio (IV-E-2)

4. Applicant requests recommendations from:
   a. the supervising department/school/program chair
   b. the appropriate dean
   c. two faculty colleagues familiar with the work of the applicant and selected by the applicant

   Note: If applicant is a department/school chair, a recommendation should be submitted by another chair familiar with the applicant's work.

5. The application documents are reviewed by the appropriate academic officer for accuracy/completeness and, if in order, presents application to the Faculty Professional Development Council.

6. The Faculty Professional Development Council members, after reviewing all supporting documentation, including relevant information in the candidate's faculty rank advancement portfolio, evaluates the faculty member by completing a Rank Advancement Evaluation Summary form. The decision to recommend or not to recommend will be based on the rating accumulation as described by the Rank Evaluation form.

7. If the applicant is recommended for rank advancement by the Faculty Professional Development Council, the chair of the Faculty Professional Development Council presents the recommendation to the University Vice President for Academic Affairs for consideration and recommendation to the University president.

8. If the University president approves the recommendation for rank advancement, the name of the applicant is presented to the Board of Trustees for final action.

9. In the event the application is not approved by the Faculty Professional Development Council, the University president, or the Board of Trustees, the applicant will be notified by the University Vice President for Academic Affairs.

10. If an application is not approved, the applicant may reapply in any subsequent submission period.

NOTE: All academic files maintained in the Office of Academic Affairs must be current including official transcripts. If in doubt the applicant should check with the Office of Academic Affairs.
Southern Nazarene University
RANK ADVANCEMENT APPLICATION CHECK LIST

Note: The applicant for rank advancement should provide the evaluation forms to the parties noted below and request that the completed forms be submitted DIRECTLY to the Office of Academic Affairs by the announced deadline.

[ ] 1. Instructions for Rank Advancement Application

[ ] 2. Application for Rank Advancement – write brief cover letter of application requesting rank advancement to be submitted directly to the Office of Academic Affairs. If you are requesting the accelerated option, please indicate this in your letter of application.

[ ] 3. Evaluation Forms Given to Appropriate Evaluators

[ ] Evaluation Form 1
Completed by the applicant’s supervising department/school chair

Please note: if the applicant is a department/school chair, another department/school chair familiar with the applicant's work should complete this form.

[ ] Evaluation Form 2
Completed by the applicant’s supervising dean

[ ] Evaluation Form 3
[ ] Evaluation Form 4
Completed by SNU colleagues selected by the applicant

[ ] 4. Current Curriculum Vitae
Attached to the Application for Rank Advancement form and submitted directly to the Office of Academic Affairs

[ ] 5. Rank Advancement Portfolio
Submit electronically (preferred)

[ ] 6. Applicant should verify that the personnel and assessment files in the Office of Academic Affairs are complete.
Southern Nazarene University

APPLICATION FOR RANK ADVANCEMENT - to be completed by Academic Affairs

This form is used to verify criterion requirements indicating readiness to apply for rank advancement. A signed copy indicates verification of these records and accompanies the Rank Advancement application, to be submitted CV and Professional Portfolio.

Applicant_________________________________________  Date _______________________________

Present rank ______________________________________  Rank sought _________________________

Evaluation of requirements by:_______________________________________________________________

Verify requirements for rank advancement with a check mark.

**Criterion 1 – Degree Requirements**

<table>
<thead>
<tr>
<th>Master's Degree</th>
<th>Doctor’s Degree</th>
</tr>
</thead>
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<tr>
<td>Date Conferred:</td>
<td>Date Conferred:</td>
</tr>
<tr>
<td>College/University:</td>
<td>College/University:</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Assistant Prof.</th>
<th>Associate Prof.</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
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<td>Master’s degree, &lt; 60 graduate hours</td>
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<td>X</td>
</tr>
<tr>
<td>Master’s degree, ≥ 60 hours graduate credit</td>
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</tr>
<tr>
<td>Doctoral degree</td>
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</tr>
</tbody>
</table>

**Section 2 – Teaching Experience**

| Dates: ____ to ____ College/University Name: _______________  Total years there: _______ |
| Dates: ____ to ____ College/University Name: _______________  Total years there: _______ |
| Dates: ____ to ____ College/University Name: _______________  Total years there: _______ |

TOTAL YEARS AT ALL COLLEGES/UNIVERSITIES ABOVE         Total years teaching: ____

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<tr>
<th>Assistant Prof.</th>
<th>Associate Prof.</th>
<th>Professor</th>
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</thead>
<tbody>
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<td>X</td>
</tr>
<tr>
<td>5 years minimum</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>7 years minimum</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

**Section 3 – Years Served at Rank (indicate standard or accelerated application)**

Standard Application___________    Accelerated Application__________

<table>
<thead>
<tr>
<th>Current/standard</th>
<th>Accelerated</th>
</tr>
</thead>
<tbody>
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<td>Associate Prof.</td>
</tr>
<tr>
<td>Assistant Prof.</td>
<td>Associate Prof.</td>
</tr>
<tr>
<td>2 years @ Asst</td>
<td>X</td>
</tr>
<tr>
<td>3+ years @ Asst</td>
<td>X</td>
</tr>
<tr>
<td>4 years @ Assoc</td>
<td>X</td>
</tr>
<tr>
<td>5+ years @ Assoc</td>
<td>X</td>
</tr>
</tbody>
</table>
Southern Nazarene University
RANK ADVANCEMENT EVALUATION FORM 1

To be completed by Department/School Chair and returned directly to the Office of Academic Affairs.

Applicant __________________________________________   Date _________________________________

Present rank _______________________________   Rank sought _______________________________

EVALUATOR _____________________________________________

The following are suggested areas for consideration as identified by Faculty Contract and Faculty Handbook. Please respond to as many as you are able through your observations of, or other evidence related to, this applicant.

INSTRUCTIONS:

Please summarize your evaluation for each area by circling the 1, 2, 3, or N according to the following rating scale:

1 = Insufficient (individual has limited or no experience)
2 = Professional (individual demonstrates competence in discipline and instruction: participating, collegial, actively involved)
3 = Commendable (individual demonstrates investment, initiative, leadership; evident benefits to institution)
4 = Exemplary (individual is recognized by peers, influential on others; significant investment and benefit to institution)

Note: Comments Are Essential To The Significance Of This Evaluation

<table>
<thead>
<tr>
<th>Area</th>
<th>Insufficient</th>
<th>Professional</th>
<th>Commendable</th>
<th>Exemplary</th>
<th>N/A</th>
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</thead>
<tbody>
<tr>
<td>TEACHING &amp; LEARNING (overall)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Instructional Delivery (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Instructional Design (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
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<tr>
<td>Content Expertise (subarea)</td>
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<td>3</td>
<td>4</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>DISCOVERY: Research &amp; Presentation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Comments:

Ex: publications, presentations, ongoing research/professional projects
INTEGRATION: Connectedness
Ex: Faith integration & spiritual modeling, across other disciplines, across subfields within a discipline
Comments

APPLICATION: Community Engagement
Ex: Institutional, public & community, church
Comments

Please enter further general comments or refer to evidence elsewhere. Attach additional sheets if more space is needed.

1. What do you regard as the applicant's areas of strength?

2. What areas of concern should be noted for future growth and development?
Southern Nazarene University  
RANK ADVANCEMENT EVALUATION FORM 2

To be completed by **Supervising Dean** and returned directly to the Office of Academic Affairs.

Applicant______________________________________    Date ________________________________________

Present rank ___________________________________  Rank sought __________________________________

EVALUATOR _____________________________________________

The following are suggested areas for consideration as identified by Faculty Contract and Faculty Handbook. Please respond to as many as you are able through your observations of, or other evidence related to, this applicant.

**INSTRUCTIONS:**

Please summarize your evaluation for each area by circling the 1, 2, 3, or N according to the following rating scale:

1 = Insufficient (individual has limited or no experience)

2 = Professional (individual demonstrate competence in discipline and instruction: participating, collegial, actively involved)

3 = Commendable (individual demonstrates investment, initiative, leadership; evident benefits to institution)

4 = Exemplary (individual is recognized by peers, influential on others; significant investment and benefit to institution)

*Note: Comments Are Essential To The Significance Of This Evaluation.*

<table>
<thead>
<tr>
<th>Area</th>
<th>Insufficient</th>
<th>Professional</th>
<th>Commendable</th>
<th>Exemplary</th>
<th>Not sure</th>
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<td>TEACHING &amp; LEARNING (overall)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Instructional Delivery (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Instructional Design (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
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<tr>
<td>Content Expertise (subarea)</td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Course Management (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tr>
</tbody>
</table>

Comments:

DISCOVERY: Research & Presentation  
Ex: publications, presentations, ongoing research/professional projects  

<table>
<thead>
<tr>
<th></th>
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<th>Exemplary</th>
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<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Comments:
INTEGRATION: Connectedness
Ex: Faith integration & spiritual modeling, across other disciplines, across subfields within a discipline
Comments

APPLICATION: Community Engagement
Ex: Institutional, public & community, church
Comments

Please enter further general comments or refer to evidence elsewhere. Attach additional sheets if more space is needed.

1. What do you regard as the applicant’s areas of strength?

2. What areas of concern should be noted for future growth and development?
Southern Nazarene University
RANK ADVANCEMENT EVALUATION FORM 3

To be completed by a Faculty Colleague and returned directly to the Office of Academic Affairs.

Applicant________________________________________  Date _______________________________________

Present rank ____________________________________  Rank sought _________________________________

EVALUATOR _____________________________________________

The following are suggested areas for consideration as identified by Faculty Contract and Faculty Handbook. Please respond to as many as you are able through your observations of, or other evidence related to, this applicant.

INSTRUCTIONS:

Please summarize your evaluation for each area by circling the 1, 2, 3, or N according to the following rating scale:
1 = Insufficient (individual has limited or no experience)
2 = Professional (individual demonstrates competence in discipline and instruction: participating, collegial, actively involved)
3 = Commendable (individual demonstrates investment, initiative, leadership; evident benefits to institution)
4 = Exemplary (individual is recognized by peers, influential on others; significant investment and benefit to institution)

Note: Comments Are Essential To The Significance Of This Evaluation

<table>
<thead>
<tr>
<th>Area</th>
<th>Insufficient</th>
<th>Professional</th>
<th>Commendable</th>
<th>Exemplary</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEACHING &amp; LEARNING (overall)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Instructional Delivery (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Instructional Design (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Content Expertise (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Course Management (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Comments:

DISCOVERY: Research & Presentation
Ex: publications, presentations, ongoing research/professional projects

<table>
<thead>
<tr>
<th>Area</th>
<th>Insufficient</th>
<th>Professional</th>
<th>Commendable</th>
<th>Exemplary</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>DISCOVERY</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Comments:
### INTEGRATION: Connectedness

Ex: Faith integration & spiritual modeling, across other disciplines, across subfields within a discipline

| 1 | 2 | 3 | 4 | N |

Comments

### APPLICATION: Community Engagement

Ex: Institutional, public & community, church

| 1 | 2 | 3 | 4 | N |

Comments

Please enter further general comments or refer to evidence elsewhere. Attach additional sheets if more space is needed.

1. What do you regard as the applicant’s areas of strength?

2. What areas of concern should be noted for future growth and development?
Southern Nazarene University
RANK ADVANCEMENT EVALUATION FORM 4

To be completed by a Faculty Colleague and returned directly to the Office of Academic Affairs.

Applicant________________________________________   Date ________________________________

Present rank _________________________________   Rank sought ______________________________

EVALUATOR _____________________________________________

The following are suggested areas for consideration as identified by Faculty Contract and Faculty Handbook. Please respond to as many as you are able through your observations of, or other evidence related to, this applicant.

INSTRUCTIONS:

Please summarize your evaluation for each area by circling the 1, 2, 3, or N according to the following rating scale:

1 = Insufficient (individual has limited or no experience)
2 = Professional (individual demonstrate competence in discipline and instruction: participating, collegial, actively involved)
3 = Commendable (individual demonstrates investment, initiative, leadership; evident benefits to institution)
4 = Exemplary (individual is recognized by peers, influential on others; significant investment and benefit to institution)

Note: Comments Are Essential To The Significance Of This Evaluation.

<table>
<thead>
<tr>
<th>Area</th>
<th>Insufficient</th>
<th>Professional</th>
<th>Commendable</th>
<th>Exemplary</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>TEACHING &amp; LEARNING (overall)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Instructional Delivery (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Instructional Design (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Content Expertise (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>Course Management (subarea)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Comments:

DISCOVERY: Research & Presentation
Ex: publications, presentations, ongoing research/professional projects

Comments:
INTEGRATION: Connectedness  
Ex: Faith integration & spiritual modeling, across other disciplines, across subfields within a discipline

Comments

APPLICATION: Community Engagement  
Ex: Institutional, public & community, church

Comments

Please enter further general comments or refer to evidence elsewhere. Attach additional sheets if more space is needed.

1. What do you regard as the applicant’s areas of strength?

2. What areas of concern should be noted for future growth and development?
Southern Nazarene University
RANK ADVANCEMENT SUMMARY EVALUATION
To be used by Faculty Professional Development Council members in evaluating rank advancement applications.

Name (applicant): ___________________________  Present Rank: ___________________________
Date: ___________________________  Rank Sought: ___________________________

General Criteria (Faculty Handbook, IV-D-1):

**Professor**
- (1) Degree: Earned doctor's degree from an accredited institution of higher education
- (2) Teaching experience: Minimum of seven years of teaching at the college/university level
- (3) Special merit requirement: Evidence of scholarly and professional qualities
- **Standard track:**
  - (4) Time served at rank: Minimum of five years at the rank of associate professor
  - (5) Boyer domain performance: No domain “Insufficient” AND “Commendable” or “Exemplary” on Teaching & Learning domain AND “Commendable” or higher in at least two additional domains
- **Accelerated track:**
  - (4) Time served at rank: Minimum of four years at the rank of associate professor
  - (5) Boyer domain performance: No domain “Insufficient” AND “Exemplary” on Teaching & Learning domain AND at least 2 additional domains.

**Associate Professor**
- (1) Degree: Doctor's degree or master's degree with 60 hours of graduate credit
- (2) Teaching experience: Minimum of five years of teaching experience at the college/university level
- **Standard track:**
  - (3) Time served at rank: Minimum of three years at the rank of assistant professor
  - (4) Boyer domain performance: No domain “Insufficient” AND “Commendable” or “Exemplary” on Teaching & Learning domain AND “Commendable” or higher in at least one additional domain.
- **Accelerated track:**
  - (3) Time served at rank: Minimum of two years at the rank of associate professor
  - (4) Boyer domain performance: No domain “Insufficient” AND “Commendable” or “Exemplary” on Teaching & Learning domain WITH at least 1 “Exemplary” AND 2 “Commendable” across all domains (inclusive of Teaching & Learning).

**Assistant Professor**
- (1) Degree: Earned doctor's degree or a master's degree
- (2) Teaching experience: Minimum of two years' teaching experience (if less than an earned doctor's degree is held).
- (3) Boyer domain performance: At least 2 “Professional” domains.

**Instructor**
- (1) Degree: Minimum of a master's degree
- (2) Promise of teaching ability

---

**BOYER DOMAIN RATING**

Based on the general criteria and information from the evaluation forms submitted by other evaluators, from the Qualification column below identify your best judgment of the qualifications for rank advancement. (Note: Using the number of points assigned to each category above, a numerical average could be calculated and used by the council, the president, vice president for academic affairs, or dean to determine recommendation for rank advancement.)

<table>
<thead>
<tr>
<th>Point values</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXEMPLARY</td>
<td>4 points Recognized by peers, influential, significant investment &amp; benefit to institution</td>
</tr>
<tr>
<td>COMMENDABLE</td>
<td>3 points Investment, initiative, leadership, benefits to institution</td>
</tr>
<tr>
<td>PROFESSIONAL</td>
<td>2 points Competent in discipline and instruction, participating, collegial,</td>
</tr>
<tr>
<td>INSUFFICIENT</td>
<td>1 point</td>
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<tr>
<td>--------------</td>
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</tr>
<tr>
<td>actively involved</td>
<td></td>
</tr>
<tr>
<td>Limited or no experience</td>
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</tbody>
</table>
Southern Nazarene University
FACULTY PROFESSIONAL ACTIVITY REPORT – Completed Annually

In an effort to simplify the self-reporting aspect of the annual evaluation, the following form has been adopted. It is open-ended to allow each faculty member to report those activities deemed appropriate in each of the specified categories. It is important that reports fully and accurately reflect the faculty member’s work and accomplishments for the year. Remember to be specific with information provided.

The listed examples are not inclusive. They are suggestions and are intended only to provide a stimulus to recall activities which could be listed. Where possible, provide the date(s) when the activity occurred or was completed and some indication of the amount of time in hours or days required to complete the activity.

INSTRUCTIONAL ACTIVITIES

1. Instructional Updates:
   - Course revisions
   - New and experimental courses developed
   - Syllabi revisions
   - Reading lists updated
   - Teaching materials developed or revised
   - New or innovative modules developed
   - New test/evaluation procedures developed
   - New visual aids developed

2. Use of technology in instruction (complete online Faculty Technology Report covering the following):
   - Use of Moodle, Turnitin.com, other SNU-provided programs
   - Technology enhancements (new technologies deployed, new skills acquired, new tools used, etc.)
   - Suggestions for new software/hardware to support teaching and learning

3. Assessment of learning outcomes (complete online Student Learning Impact Report covering the following)
   - What student learning outcomes did you look at this year?
   - What did you learn?
   - How will you use this knowledge to improve student learning in the future?

4. Observation of Colleague Instruction (Appendix D-2)

PROFESSIONAL & SERVICE ACTIVITIES

5. Professional Activities and Organizations
   - Professional memberships
   - Elected offices and other positions of responsibility
   - Conferences and professional meetings attended—provide name of event, date, location, etc.
   - Publications (Note dates, titles, etc.)
   - Creative endeavors
   - Research reports
   - Grant proposals
   - Awards/Honors/Certificates/Scholarships
   - Participation in campus faculty development events

6. Continuing Education
   - Formal academic degrees completed or in progress
   - Other structured programs
   - Workshop or seminar attendance / participation

7. On-Campus Service Activities:
   - Service as committee chair
   - Service on committees
   - Service on special ad-hoc groups, task forces, etc.
   - New Student Institute mentorship
   - Recruitment
   - Public relations—College Days, Extravaganza, etc.
   - Fund raising projects
   - Attendance at SNU activities
   - Chapel attendance

8. Off-Campus Consulting or Service Activities
   - Workshops conducted—specific titles, dates
   - Consultancies
   - Services to community
   - Services to church

9. Other noteworthy activities:
   Record here any activity you would like to report but which doesn’t seem to fit in any of the other categories.
Southern Nazarene University
FACULTY PROFESSIONAL GOALS STATEMENT

Completed on Contract Cycle (with Evaluation ONLY)

This statement of goals should reflect each aspect of your faculty work and professional growth and development. Review this document in consultation with your department / school / unit chair and, if you are General Education faculty, the General Education director. Discussing your goals in light of strategic planning in your academic unit is recommended and encouraged. Your goals should be specific, realistic, somewhat measurable, and provide a challenging guide to you for your personal and professional growth.

Short-term Goals:
For each aspect of your faculty work, highlight your goals for the upcoming contract cycle. Areas of focus include the following.

- Classroom/teaching (methods, materials, etc.)
- Faith/learning integration (reading, dialogue groups, courses or seminars, course design, integration paper)
- Implementing technology into instruction
- Departmental involvements (student interaction, advising, colleague interaction, etc.)
- Professional involvements (meetings, conferences, coursework, research, etc.)
- Personal growth (reading, writing, church involvements, hobbies, etc.)
Southern Nazarene University
FACULTY EVALUATION FORM (Self, Supervisor, Colleague)

Note: This form should be completed by dean, department/school/unit chair, faculty colleague and self for each contract renewal cycle for a total of four forms to be submitted to the Office of Academic Affairs.

Faculty Member Being Evaluated: ________________________________ Date of Evaluation: _________________
Evaluator’s Name: ____________________________________________

Relationship to faculty member (circle):   self  dean/supervisor  faculty colleague

Please indicate the response to each statement below that you feel best describes the level of competency or performance of the faculty member being evaluated according to the following scale:

1 = Unsatisfactory  3 = Average  5 = Excellent
2 = Below Average  4 = Above Average  N/A = Unknown

<table>
<thead>
<tr>
<th>TEACHING</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Exhibits competence within the discipline.</td>
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<tr>
<td>2. Gives evidence of preparation for class meetings.</td>
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<tr>
<td>3. Appears to be fair in dealing with students.</td>
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<tr>
<td>4. Shows commitment and enthusiasm for teaching.</td>
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<tr>
<td>5. Engages in critical and independent thinking.</td>
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<tr>
<td>6. Treats individuals with respect.</td>
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<tr>
<td>7. Is accessible to students.</td>
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<tr>
<td>8. Shows interdisciplinary exposure and thinking.</td>
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<table>
<thead>
<tr>
<th>DEPARTMENTAL INVOLVEMENT</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Accepts assignments willingly.</td>
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<tr>
<td>2. Works effectively with colleagues and staff.</td>
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<tr>
<td>3. Can be depended upon to act and perform reasonably and in the best interests of the SNU.</td>
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<td>4. Is flexible in adjusting to circumstances.</td>
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<tr>
<td>5. Contributes to the development of the department.</td>
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<tr>
<td>6. Participates in administrative business and activities.</td>
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<td>7. Takes on a reasonable share of department workload.</td>
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<tr>
<td>8. Demonstrates a positive approach to difficulties with respect, concern, and warmth for others.</td>
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<tr>
<td>9. Demonstrates commitment to a liberal arts education.</td>
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</tr>
</tbody>
</table>

**PROFESSIONAL DEVELOPMENT**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Attempts to improve knowledge and competence in relation to designated position.</td>
<td></td>
</tr>
<tr>
<td>2. Is appropriately involved in ongoing professional development activities.</td>
<td></td>
</tr>
<tr>
<td>3. Acts consistently as a scholarly role model.</td>
<td></td>
</tr>
</tbody>
</table>

**CHRISTIAN COMMITMENT**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Attempts to deal honestly with the integration of faith and learning in their disciplinary area.</td>
<td></td>
</tr>
<tr>
<td>2. Acts consistently as a Christian role model.</td>
<td></td>
</tr>
<tr>
<td>3. Exhibits intellectual honesty.</td>
<td></td>
</tr>
<tr>
<td>4. Maintains high standard of ethics and integrity.</td>
<td></td>
</tr>
<tr>
<td>5. Encourages integrity and ethics in others.</td>
<td></td>
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<tr>
<td>6. Respects confidential information.</td>
<td></td>
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<tr>
<td>7. Encourages spiritual life on campus.</td>
<td></td>
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</tbody>
</table>
Southern Nazarene University
OBSERVATION OF COLLEAGUE INSTRUCTION

Completed annually by all SNU faculty members and submitted along with Faculty Professional Activity Report.

Faculty Member Completing Observation: ____________________________________________________

Faculty being observed will be selected by mutual agreement between the faculty observer, the colleague being observed, and the SNU chair of the observer.

The purpose of observation is to provide a mutually beneficial, developmental learning experience for ongoing improvement of teaching and learning practices through peer collaboration and discussion. Goals for the SNU faculty member include

- enhancing the quality of teaching and learning
- encouraging reflection on the effectiveness of their own teaching and identifying their professional development needs
- enhancing awareness of the student learning experience
- recognizing good practice and innovation in teaching and learning
- promoting research into teaching and learning

Pre-observation Meeting Regarding Setting, Context and Goals

Date of pre-observation meeting/discussion: ________________________________________________

Course name and number: ______________________________________________________________

Instructor’s name/rank: _________________________________________________________________

Instructor’s Title: ______________________________________________________________________

Name of Institution (if other than SNU): __________________________________________________

Day of the week of class: ____________________ Time of day: __________________

Time in semester: [ ] beginning [ ] middle [ ] end

Class size: [ ] less than 10 [ ] 10-29 [ ] 30-50 [ ] more than 50

Class format: [ ] lecture [ ] seminar [ ] laboratory [ ] other: ________________________________

Class location/equipment:
____________________________________________________________________________________________
____________________________________________________________________________________________

Class topic(s):
____________________________________________________________________________________________

Class learning objectives:
____________________________________________________________________________________________
____________________________________________________________________________________________
Focus of observation (any specific goals of observer):

______________________________________________________________________________
______________________________________________________________________________

Post-observation Summation
Provide a summary of useful instructional approaches observed and ideas gained. These may include, but are not limited, to a) openings and closings, b) planning and organization, c) methods/approach, d) delivery and pace, e) content, f) intellectual stimulation, g) student participation, h) use of appropriate learning resources, including technology, i) use of accommodation and equipment, j) overall style and ambience, l) acknowledgement of students’ special needs, etc.

General Observations

Developed with permission from the University of Nottingham School of Education Staff Development Group Peer Review and Observation Scheme for Academic Colleagues http://escalate.ac.uk/resources/peerobservation/09.html

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Southern Nazarene University  
ADMINISTRATOR EVALUATION

To be completed by direct reports to administrator for contract renewal cycle.

Evaluation for:  (Name) ________________________________     Evalee’s Position: ________________________________

Evaluation provided by:   [    ] Dean     [    ] Department/School Chair   [    ] Faculty   [    ] Staff

In order to evaluate and improve administration of SNU, please respond to the items below. Please return your completed form to the Office of Academic Affairs. Your responses will be compiled with those of other evaluators and the summary of results will be shared with the person being evaluated by the immediate supervisors. Please indicate the response to each statement below that you feel best describes the level of competency or performance of the administrator being evaluated according to the following scale:

1 = Unsatisfactory  2 = Below Average  3 = Average  4 = Above Average  5 = Excellent  N/A = Unknown

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Involve faculty/staff in decision making process.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.</td>
<td>Attempts to maintain excellence in performance.</td>
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<tr>
<td>3.</td>
<td>Within reasonable means, provides resources to support quest for excellence.</td>
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<tr>
<td>4.</td>
<td>Makes effective use of faculty/staff strengths and weaknesses.</td>
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<tr>
<td>5.</td>
<td>Encourages responsible participation.</td>
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<tr>
<td>6.</td>
<td>Is an advocate of the department to the administration.</td>
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<tr>
<td>7.</td>
<td>Applies policies consistently and fairly.</td>
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<tr>
<td>8.</td>
<td>Delegates authority appropriate with position held.</td>
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<tr>
<td>9.</td>
<td>Assigns tasks to others without undue interference in their implementation.</td>
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<tr>
<td>10.</td>
<td>Is warm, friendly, and relates well to people.</td>
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<td></td>
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<tr>
<td>11.</td>
<td>Plans carefully, effectively, imaginatively, and foresees problems.</td>
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<tr>
<td>12.</td>
<td>Prepares and administers budget fairly and effectively.</td>
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<tr>
<td>13.</td>
<td>Makes decisions with the best interest of the institution in mind.</td>
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<td></td>
<td></td>
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</tr>
</tbody>
</table>
## Additional Comments:

14. Keeps abreast of new ideas and developments related to future work of the unit.

15. Expresses a sense of vision and mission.

16. Solicits and considers others' viewpoints.

17. Treats faculty and staff with respect.

18. Gives praise when deserved.

19. Maintains open lines of communication.

20. Communicates expectations and responsibilities clearly.

21. Fosters a pleasant, cooperative working environment.

22. Encourages personal and professional growth of faculty/staff.

23. Addresses work performance issues in a helpful and positive manner.

24. Makes good use of committees and/or departmental meetings.

---

### Academic Affairs

8-28-13
### Southern Nazarene University
Full-time Faculty Salary Schedule (2XXX-2XXX)

<table>
<thead>
<tr>
<th>Name:</th>
<th>Rank:</th>
<th>ID#</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Notes:
- **^**
- ****

1. **Base Salary** (with master's degree)
   
2. **Cumulative Graduate Credits** (including #3)
   
3. **Graduate Credits in Teaching Field**
   
4. **Faculty Rank**
   - Instructor
   - Assistant Professor
   - Associate Professor
   - Professor

5. **Experience**
   Below is the maximum years of experience that can be applied to salary (A + B) according to rank. For each year completed at SNU, years applied for 'A' increases as years applied for 'B' decreases.
   
   **Instructor** = 5 years
   **Assistant Professor** = 10 years
   **Associate Professor** = 12 years
   **Professor** = 20 years, A+B or 22 years, A only

6. **Total 9-month salary**
   
7. **Salary per month**
   
8. **Months of annual appointment as noted on contract**

9. **Total salary**
   
10. **Additional Stipend for administrative assignment or other differential**

11. **Grand Total Salary** for 2XXX-2XXX

---

#### Possible Benefits

- **A. Social Security (7.65%)**
- **B. Health Insurance**
- **C. Annuity **

**Total Possible Salary & Benefits Package**

**Notes:**
- **^**
- ****

---

3/25/09 (edit page number 9/12/11)
Southern Nazarene University
Faculty Handbook, Appendix E-1 - Full-time Faculty Salary Schedule
Southern Nazarene University
Associate Professional Specialist Salary Schedule (2XXX-2XXX)

<table>
<thead>
<tr>
<th>Name:</th>
<th>Assignment:</th>
<th>ID #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time years completed at SNU:</td>
<td>Department/School:</td>
<td>Administrative Assignment</td>
</tr>
<tr>
<td>Year of Current Agreement: 2XXX-2XXX</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 1. Base Salary

<table>
<thead>
<tr>
<th>&lt;45 Graduate Hours</th>
<th>45-59 Graduate Hours</th>
<th>60-74 Graduate Hours</th>
<th>75 or &gt; Graduate Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>$X,XXX</td>
<td>$X,XXX</td>
<td>$X,XXX</td>
<td>(SNU = 7.5%). Employee must contribute 5% after 3 years employment.</td>
</tr>
</tbody>
</table>

### 2. Cumulative Graduate Credits (inclusive #3)

#### a. Gradate Credits in Teaching Field

<table>
<thead>
<tr>
<th>&lt;25 Graduate Hours</th>
<th>25-34 Graduate Hours</th>
<th>35-49 Graduate Hours</th>
<th>50 or &gt; Graduate Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>$X,XXX</td>
<td>$X,XXX</td>
<td>$X,XXX</td>
<td>(SNU = 7.5%). Employee must contribute 5% after 3 years employment.</td>
</tr>
</tbody>
</table>

### 3. Graduate Credits in Teaching Field

### 4. Professional Experience ^

### 5. Total 9-month salary

### 6. Salary per month

### 7. Months of annual appointment as noted on contract

### 8. Total salary

### 9. Additional Stipend for administrative assignment or other differential

### 10. Grand Total SALARY for 2XXX-2XXX

---

### Possible Benefits

**A. Social Security (7.65%)**

**B. Health Insurance***

**C. Annuity **

### Total Possible Salary & Benefits Package

---

**Notes:** ^ Professional experience that is directly related to the proficiency of the subject matter or field of study other than full-time, post-secondary teaching.

* Estimated family rate ($11,822) minus 20% employee cost-sharing amount. Actual benefit will be based on enrollment option in the health insurance program. (Employee +1=15% cost-sharing. Employee only = 10% cost-sharing. Contact Human Resources to make health benefit arrangements.

**SNU matches 1.5 X employee contributions up to 5% contribution (SNU = 7.5%). Employee must contribute 5% after 3 years employment.**
## Southern Nazarene University
Library Faculty Salary Schedule (2XXX-2XXX)

### Name:

### Full-time years completed at SNU:

### Years of Contract:

### Rank:

### Department/School:

### Administrative Assignment:

### ID#

### Base Salary (12-month with master’s degree)

### Cumulative Graduate Credits (including #3)

<table>
<thead>
<tr>
<th>Graduation Hours</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;25 Graduate Hours</td>
<td>$X,XXX</td>
</tr>
<tr>
<td>25-34 Graduate Hours</td>
<td>$X,XXX</td>
</tr>
<tr>
<td>35-44 Graduate Hours</td>
<td>$X,XXX</td>
</tr>
<tr>
<td>45-59 Graduate Hours</td>
<td>$X,XXX</td>
</tr>
<tr>
<td>60 or &gt; Graduate Hours</td>
<td>$X,XXX</td>
</tr>
</tbody>
</table>

### Faculty Rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor</td>
<td>$X,XXX</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>$X,XXX</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>$X,XXX</td>
</tr>
<tr>
<td>Professor</td>
<td>$X,XXX</td>
</tr>
</tbody>
</table>

### Experience

- **A.** Years full-time in a library or higher education institution
- **B.** Years applied

**Total years professional experience**

**Added to salary (A+B)**

### Total 12-month salary

**Added to salary (Sum of 1-4B)**

### Additional Stipend for administrative assignment or other differential

### Total Salary

**Salary per month**

### Months of annual appointment as noted on contract

### Grand Total SALARY for 2XXX-2XXX

**(#8 x #9)**

### Possible Benefits

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Social Security</td>
<td>7.65%</td>
</tr>
<tr>
<td>B. Health Insurance</td>
<td></td>
</tr>
<tr>
<td>C. Annuity</td>
<td></td>
</tr>
</tbody>
</table>

### Total Possible Salary Package

**(Sum of A, B, & C)**

### Notes:

- **^** Professional experience that is directly related to the proficiency of the subject matter or field of study other than full-time, post-secondary teaching.
- *** Estimated family rate ($11,822) minus 20% employee cost-sharing amount. Additional benefit will be based on enrollment option in the health insurance program (Employee +1=15% cost-sharing. Employee only = 10% cost-sharing). Contact Human Resources to make health benefit arrangements.
- **** SNU matches 1.5 X employee contributions up to 5% contribution (SNU = 7.5%). Employee must contribute 5% after 3 years.

### Additional Notes:

3/25/09 (edited page number 9-12-11)

Southern Nazarene University
Faculty Handbook, Appendix E-3 - Library Faculty Salary Schedule
OUTLINE OF PROPOSAL FOR SABBATICAL LEAVE

Name: 

Present Assignment: 

Date of application: 

Proposed Term for Sabbatical Leave: SPRING FALL (year): 

I. Outline of Proposed Project(s)
   (Provide in as much detail as possible an overview of proposed project and how you will go about developing or achieving the goals related to your project. Include any proposed schedule for use of the sabbatical period.)

II. Describe the benefits in the projects.
    (How will this work benefit you? Your teaching? What benefit to SNU do you foresee?)

III. Briefly summarize how your normal load will be covered during sabbatical term. This section of the proposal should be developed in conjunction with the school or department chair.

IV. Include information about how you plan to report your sabbatical activities (e.g., publication, written report, etc.)

______________________________________________ Date

Faculty Signature

______________________________________________ Date

Department/School Chair Signature
FACULTY SABBATICAL LEAVE AGREEMENT

The Faculty Handbook of Southern Nazarene University states the following policy regarding financial arrangements for sabbatical leave:

The faculty member on leave for one semester will receive full salary, or if arrangements can be made, up to one half salary for one year. Any faculty member accepting sabbatical leave will be asked to agree to continue service at Southern Nazarene University following such leave (See Appendix F). This agreement in writing will provide that, in the event the faculty member on leave does not return to the university, the amount of salary received during the sabbatical will be refunded to the university. If the faculty member withdraws from the university by choice within one year after a sabbatical leave, one half of the amount received will be refunded. If the faculty member continues service for two years, the refund obligation will be discharged.

The faculty member will submit the product of the sabbatical as indicated in the sabbatical request proposal or a written report of sabbatical activities to the appropriate academic officer within one month after the start of the semester following the sabbatical leave.

I have read the above statements and in accepting sabbatical leave for the (circle one) FALL / SPRING semester, (year) __________, I agree to return to my present assignment at Southern Nazarene University for at least two years following the sabbatical or to fulfill the obligations clearly stated in the above quote paragraph from the Faculty Handbook.

________________________________________________________________________  __________________________________________________________________________
Faculty Signature                                       Date

(Please print.)

Faculty Member:  __________________________________________________________________________
Department/School:  __________________________________________________________________________

For office use only:
Received ____________________
Appendix G

Southern Nazarene University
NON-ACADEMIC CABINET OFFICERS AND ANCILLARY PERSONNEL

G-1  VICE PRESIDENT FOR BUSINESS AND FINANCE (Fig. 3)

Serves as the chief financial officer of the University, after the president, in directing all accounting, maintenance, grounds, custodial, security, and financial assistance functions, University Store services, information technology, campus planning, new construction, business services and non-academic personnel (staff).

Duties and Responsibilities:
1. Serves as a member of the Athletic Council, Publications Advisory Board, Scholarship Committee, and University Budget Committee.
2. Develops annual budget with the University Budget Committee for the president's presentation to the Board of Trustees.
3. Presents necessary data to financial institutions for obtaining current and capital financing within established guidelines.
4. Approves all University purchases to assure proper budgetary control.
5. Serves as director of staff personnel of the University to include staff orientation and development.
6. Supervises and approves all collection and disbursements, the keeping of complete records of all financial transactions and submits comprehensive reports as required to show correctly the financial condition of the University.
7. Negotiates contracts for food services and on-campus vending machines.
8. Assures adequate insurance coverage of all property and equipment.
9. Coordinates the supervision of plant construction as planned by architects and engineers.
10. Works with administrators in preparing rooms and equipment for academic and auxiliary use.
11. Maintains and controls the inventory of all campus furniture and equipment.
12. Maintains University vehicles and administers the University van policy.
13. Directs campus security in consultation with the vice president for student development.
14. Recommends to the president and supervises the director of the physical plant, comptroller, director of financial assistance, campus security personnel, manager of the University Store, information technology, mail services, print shop and human resources.
15. Prepares an annual written report to the president for the complete areas of responsibility.

G-1-1  Associate Vice President for Financial Affairs and Comptroller
The chief accountant who, under the management of the vice president for financial and business affairs, supervises all accounting records and financial reports. The comptroller monitors all internal financial and accounting controls and coordinates the annual external audit. Also supervises all accounting and business office staff.

G-1-2  Director of Facilities Management
Responsible for the maintenance and construction of physical plant facilities. Overall responsibilities typically include new construction and remodeling, grounds and building maintenance, parking and campus safety and security. Plans and directs all operations in the area of maintenance and repair, custodial services and security services and the general function of both. The general function of the maintenance and plant operations is to provide high quality, effective and efficient support services to meet the needs of the University community.

G-1-3  Director of Information Technology (See also II-D-9)
Oversees the technology involved with transmission and storage of information, installation, implementation, and management of administrative computer systems within the University.

G-1-4  Manager of University Store
The manager of the University Store plans, organizes and manages the operation of the store; supervises and trains staff and oversees the shipping and receiving of books and other products.
Director of Campus Security

The director of facilities management also serves as the director of campus security and is responsible for planning the security services for the protection of the physical plant and personnel of the University.

Duties and Responsibilities:
1. Supervises all security personnel.
2. Protects and properties of the University by guarding against pilfering, vandalism, fire hazards and any irregularities in the care of the buildings.
3. Checks doors, lights, heat and other utilities in the buildings.
4. Cooperates with the Office of Student Development in maintaining discipline on campus.
5. Reports any irregularities of conduct among the students of the University to the vice president for student development.
6. Cooperates with city officials concerning misdemeanors by non-students which occur on campus.
7. Promotes the spirit of cooperation consistent with the regulations and standards of conduct of the University.

Director of Human Resources

Plans, organizes and directs human resource programs primarily for the staff of the University. Areas of responsibility include but are not limited to, recruitment and selection, classification and pay, staff relations, benefits administration, equal employment opportunity oversight, new employee orientation, coordination of staff employee evaluations, development of policies and procedures for staff and assists with the federal work study program.

Coordinator of Emergency Planning

Plans, organizes and assesses emergency planning activities for the campus. Responsible for emergency communication needs

VICE PRESIDENT FOR STUDENT DEVELOPMENT (Fig. 4)

Serves as the chief student affairs officer and is recommended by the president and approved by the Board of trustees. The vice president for student development reports to the president as a major administrative officer of the University.

Duties and responsibilities:
1. Provides student services and programs that support and foster the mission of the University.
2. Serves as a member of the President's Cabinet of the University.
3. Provides supervision, support and direction for the staff and programs of the following services offered to students:
   - Housing/Residential Life Staff
   - New Student Institute (NSI)
   - Spiritual Life (Student Ministries)
   - Counseling Services
   - Community Life (Student Activities and SGA)
   - Student Health Center
   - Career Services and Student Employment
   - The Webster Commons
   - Conference Services
   - Student Disciplinary Process and Judicial Council System
   - General Office services (e.g. Student Health Insurance/Chapel attendance policies and records, student life publications)
4. Responsible for the selection, supervision and performance review for the personnel serving in this administrative division.
5. Prepares and manages the budget for the variety of services and programs offered through the Office of Student Development.
6. Directly supervises the personnel in the following management positions:
   - University Pastor/Dean of the Chapel
• Associate Dean of Students
• Director of Residential Life
• Director of Counseling Center
• Director of the Student Success
• Director of Leadership and Vocational Calling
• The Webster Commons and Conferences Manager
• Student Development support/secretarial staff
• Athletic Director

7. Counsels with students and serves as an agent or facilitator of retention effort with students.
8. Creates and maintains avenues of dialogue and feedback for students with administration
9. Advocates staff/faculty interaction with students and their perceptions for improving student life at SNU.
10. Assesses student perception of services provided through the University, and advocates quality services capabilities.
11. Promotes responsible membership in the University through the establishment and communication of student life policies.
12. Establishes, implements, monitors and reviews the campus judicial system related to University and student life policies.
13. Serves as chair of the Student and Spiritual Life Council Committee and the Retention Task Force.
14. Serves as a member of the following University committees:
   • Budget
   • Scholarship
   • Educational Policies
   • New Student Institute
   • Who’s Who in American Colleges and Universities
   • Chapel
   • Athletic
   • Position Review
   • Housing
   • Food Service
   • Publications Board
   • Various projects or task force committees
15. Seeks to provide a well-rounded, intentional program of cocurricular activities for the students of SNU.
16. Supervises the creation for Budget the master activity calendar for the University, including student-led activities and programs (e.g. SGA), in addition to departmental sponsored programs.
17. Serves on various and hoc committees and/or task forces as assigned by the president or vice president for academic affairs of the University.

G-2-1 Associate Dean of Students
The associate dean of students is a mid-management position appointed by the president upon recommendation of the vice president for student development. The associate dean of students is directly accountable to the vice president for student development. The associate dean of students is responsible for the structure, direction, services and programs for residence life, the University judicial system and student welfare case management. Specifically, the associate dean supervises professional and student staff and participates in the organization and implementation of residential communities that meet the needs of contemporary college students. This position is responsible for developing and maintaining a quality living, learning, and community based environment for students in support of the mission and goals of the University.

G-2-2 Director of Community Life
The director of community life is a mid-management position appointed by the president upon recommendation of the vice president for student development. The director is directly accountable to the vice president for student development. The primary purpose of the director of community life is to supervise and train student leaders; along with providing leadership, instruction, direction and coordination to organizations, special programs and daily meetings/events on campus. The director is responsible for providing avenues to build community on campus and to
encourage the building of responsible Christian persons through special programs, one-on-one contact and special events.

G-2-3 **Resident Directors**
Resident directors are appointed by the president upon recommendation of the vice president for student development. The resident directors are immediately responsible to the associate dean of students. Resident directors are charged to build a community experience that is safe and secure, with well maintained residential facilities, and that will enhance and encourage student learning and development to further develop our student for responsible Christian living.

G-2-4 **Director of Counseling Services**
The director of counseling services is appointed by the president upon recommendation of the vice president for student development. The director of Counseling Services is directly accountable to the vice president for student development. The director of counseling services oversees all operations of the counseling center, supervises all contract and regular counseling staff as well as intern staff, and is charged to ensure that these operations are guided by state licensure requirements, state law, and best practices for university centers. The director will ensure that the counseling center offers services and programs that meet the ever increasing developmental and mental health needs of college students in support of the Christian, Nazarene mission and goals of the University.

G-2-5 **Director of Career Services and Marketing Student Development**
The director of career services and marketing for student development is approved by the president with the recommendation of the vice president for student development. The director is accountable to the vice president for student development. The director oversees all operations of the career center, devises programs and services to support students in their discovery of their vocational calling, provides resources and programs that develop students’ professional readiness for the workplace, and aids in helping students secure employment. The director will ensure that the career center offers services and programs that meet the developmental and employment needs of college students in support of the Christian, Nazarene mission and goals of the University.

G-2-6 **Director of Student Health Services**
The director of student health services is approved by the president with the recommendation of the vice president for student development. The director is accountable to the vice president for student development, oversees all operations of the health center, supervises all contract and regular staff as well as intern staff, and is charged to ensure that these operations are guided by state licensure requirements, state law, and best practices for university centers. The director will ensure that the health center offers services and programs that meet the health and wellness needs of college students in support of the Christian, Nazarene mission and goals of the University.

G-2-7 **Commons and Conference Services Manager**
The Commons and conference services manager is approved by the president upon recommendation of the vice president for student development. The Commons and conference services manager is accountable to the vice president for student development, is responsible for all operations of the University Commons including mailing services, information center, event planning and support, as well as facility management, maintenance, and upkeep. The Commons and conference services manager is also responsible for representing the University in the advertising, contracting, and implementation of both on and off campus group conferences and events.

G-2-8 **Coordinator of New Student Institute**
Reports to the vice president for student development and is responsible for the planning, coordinating, implementing, and assessing the University’s student orientation programs (fall and spring; traditional and transfer).

G-3 **VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT AND CHURCH RELATIONS (Fig. 5)**
The vice president for university advancement and church relations oversees and recommends for appointment, supervises and evaluates the associate vice president for university advancement, the assistant to the president and university advancement for endowment development and planned giving, and support staff, including direction and management of budgets for assigned areas. The vice president also serves as administrative liaison to the south
central region, USA Church of the Nazarene, working with district leaders, local church pastors and constituents, to strengthen the relationship between the church and University. Duties include but are not limited to, on-going efforts to encourage major gifts to the University through research and cultivation of prospective and current donors, foundations, and businesses. Leads and develops strategies for major fund-raising campaigns when launched, serves as administrator of record for the Southern Nazarene University Foundation.

G-3-1  Associate Vice President for University Advancement

The associate vice president for university advancement will report to the vice president for university advancement and church relations, and will have direct responsibility for leadership and supervision of the director of alumni relations, director of communications and marketing, director of advancement services, and support staff. They will work with these directors to manage a budget for each function and will serve as business administrator for these units. They will serve as administrator of record for matching gifts programs, church endowed scholarships, and other areas of need as directed.

G-3-2  Executive Director of Alumni and Strategic Communications

Working in conjunction with the executive board of the SNU Alumni Association, the director of alumni relations directs and monitors the planning and execution of all alumni activities and programs, both on and off campus, serving as a conduit between the University and its alumni family. Duties include management of alumni guest housing on campus and serving as editor of alumni publications and communications, both print and electronic.

G-3-3  Director of Media Strategies

The director of media strategies serves as a principal conduit between the University and its diverse interest groups, both internal and external, serving as advisor to personnel in planning and executing print and electronic communications, monitors the policies as established in the Visual Standards Guide, collects, prepares and disseminates news of the University to both on and off campus outlets. Duties include oversight of web-based communications and personnel responsible for its content and updates.

G-3-4  Director of Advancement Services

Supervises and maintains data and personal information for all constituents of the University, including but not limited to alumni, donors, friends of the University, businesses, foundations, institutions, etc. Has direct responsibility for the receipting and accounting of all donations to the University and prepares statistical analyses and reports as required.

G-3-5  Assistant to the President and University Advancement for Endowment Development and Planned Giving

Under advisement from the president and direct leadership of the vice president for university advancement and church relations, identifies, cultivates and maintains donor relationships for the establishment and administration of endowments, estate gifts, trusts and other planned giving instruments. Develops and coordinates presentation of donor recognition materials, memorials and events. Maintains and disseminates legal documents entrusted to the University as relates to wills and trusts, as appropriate and legally acceptable.

G-4  VICE PRESIDENT FOR ENROLLMENT MANAGEMENT (Fig. 6)

The vice president for enrollment management oversees and recommends for appointment, supervises and evaluates the director of admissions, director of financial assistance and the registrar and working with each director in building and managing a budget for each of the assigned areas. This individual provides the President’s Cabinet with enrollment progress reports and projections in order to assist in the budget preparation and planning. Additionally it is the responsibility to develop enrollment growth and service strategies to our Nazarene base with a focus on the development of new markets including the strategic execution needed to penetrate these markets. As required by the position or as recommended by the president, the vice president for enrollment management will serve as University liaison and representative at regional events and NYI functions including institutional, denominational, state and national committees.
G-4-1 **Director of Admissions**
The purpose of the director of admissions is to build and train the admissions team in a positive, empowering and professional manner. It is important that this person is able to articulate the message of SNU, which is to offer liberal arts and professional degrees within the context of Christian higher education. The director also has the responsibility of setting and monitoring the new student recruitment goal while overseeing the strategic system of contact with prospective families. This position primarily serves the traditional undergraduate population.

G-4-2 **Director of Financial Assistance**
It is the responsibility of the director of financial assistance to provide administrative leadership for the operation of the Office of Financial Assistance and coordinates the process for the professional studies and graduate studies areas. Maintains funds and reconciliations for the on and off campus scholarships, federal work study, veterans benefits and vocational rehabilitation programs, reports annually or as needed to federal and state agencies on financial information of the programs. This individual also serves as a member of various SNU committees and to vice president for enrollment management.

G-4-3 **Director of Athletics**
The athletic director is responsible for total oversight of all campus athletic programs and reports jointly to the vice president for academic affairs and vice president for enrollment management. The athletic director plans, administers and participates in all policies regarding oversight supervision of: eligibility, athletic training, rules and compliance issues as set forth by the National Association of Intercollegiate Athletics, student athlete academic management, fiscal responsibility, professional development, and competitive success. The director must approve and direct all fund raising efforts by individual sport programs and booster organizations. The director also provides leadership to dissemination of sport information and marketing of the athletic program among the students, faculty, staff, alumni, and the community. Long-term strategies and facility planning is a vital part of the overall vision and integrity of the program. The director helps to provide a safe environment for coaches, athletes, and spectators at all home contests and teams as they travel to various athletic events.

G-5 **UNIVERSITY PASTOR AND DEAN OF THE CHAPEL (Fig. 4)**

**Duties and Responsibilities:**
1. Promotes a purposeful organizational culture that allows Christ to be expressed through the organization.
2. Conceptualizes and implements strategies that foster spiritual health within the campus community.
3. Supports the efforts of other campus offices.
4. Serves as a liaison to the General Church of the Nazarene for efforts which directly relate to student spiritual development.
5. Serves as pastor to the University community – students, faculty, and staff.
6. Counsels with students as a pastoral counselor and works with the student development staff in referring students to professional counselors.
7. Works with area pastors in coordinating local church ministry to SNU students.
8. Plans, directs and implements bible study and prayer groups on campus.
9. Plans and coordinates the chapel program of SNU.
10. Develops a philosophy for chapel programming.
11. Upon approval of the president, arranges for all speakers for chapel, revivals, and special religious services; and also assists in the selection of speakers for convocations and other special services.
12. Coordinates revivals and opening conventions in keeping with the chapel philosophy.
13. Assures the readiness of the chapel sanctuary for all chapels, convocations and University services.
14. Seeks, secures, and acts responsibly upon feedback and input from various sources.
15. Coordinates or facilitates mission, work and witness and compassionate ministry trips.
16. Works as an advisor, in conjunction with SGA advisors, to the SGA vice president for campus ministries.
17. Maintains a visible presence on campus.
18. Oversees the spiritual development and chapel budgets.
19. Supervises all spiritual development staff.
G-5-1  **Associate in Spiritual Development**  
Oversees campus discipleship groups, missions opportunities for students, technology assistance in department and chapel. Assists in chapel activities as required. Coordinates service projects for new student orientation.
Faculty Graduate Program Tuition Assistance Grants Application Form

Statement from Faculty Handbook V-B-5
Faculty members in an approved doctoral program may receive tuition assistance for some portion of their program. Grants are typically issued at approximately 50% of standard tuition and fees of Oklahoma state institutions of higher education. Exceptions to this policy are sometimes made based on available funds. Application for this assistance is made through the Office of Academic Affairs and is dependent upon the availability of budgeted funds within each academic year.

Reimbursement Process
Please submit this application with each grant request along with transcripts of completed course/s and your payment receipt to the Office of Academic Affairs. If funding is available and approved, a reimbursement payment will be mailed to the faculty member's home address. Please contact the Office of Academic Affairs if you have questions about how to fill in any of the following information.

Application

Last Name ___________________________  First Name ________________________________
SNU ID # _______________________  SNU Dept/School________________________________
Institution at which graduate work is being done:  ______________________________________
Degree Program: ________________________________________________________________
Anticipated completion date:  ______________________________________________________
Academic Period for which support is sought:   ________________________________________
Total Tuition for academic period: ___________    Total Fees for academic period: _____________
Courses for the current academic period:
Course #: __________ Course Title: _______________________________  Credit Hrs. _______
Course #: __________ Course Title: _______________________________  Credit Hrs. _______
Course #: __________ Course Title: _______________________________  Credit Hrs. _______

Home Address (changes only):
______________________________________________________________________________
______________________________________________________________________________

OFFICE USE ONLY:
Tuition reimbursement amount approved: _______________  Dean's Initials: _______________
SNU Student Intellectual Property Policy

Student Intellectual Property

SNU respects the long-standing tradition that students own their academic work. In general, any Intellectual Property (such as theses and dissertations, inventions, discoveries, creations and new technologies) conceived or first reduced to practice by a student at SNU as a work product (including homework assignments, laboratory experiments, special and independent study projects) of a “for credit” course will be owned by the student. The University does not claim ownership of such Intellectual Property.

General student rights and responsibilities regarding Intellectual Property

Students not employed by the University. Generally, undergraduate and graduate students, who are not employed by the University own any Intellectual Property that they create through enrollment in courses for academic credit. There are three exceptions where the University rather than the student would own the Intellectual Property unless there is a prior agreement through the written approval process involving the University Vice president for academic affairs.

1) When there is collaboration between a student and University faculty or staff to create works as a part of research or development activities.

2) When the student receives material support beyond the standard level provided by the University to students, including non-credit work.

Material support for student academic research will mean that for the project that produced the Intellectual Property the creator received staff, salary or facility support beyond the standard resources provided to a student in the University in a typical classroom or laboratory setting.* The term must be defined in comparison to the usual level of support provided to all students within a department or discipline. The definition may vary from one discipline to another. The determination must be made by the department or division head, subject to the affirmation of the dean. Should a question arise about whether support is beyond the standard, a written statement will be obtained from the unit leader (department or division head, dean, director, etc.) concerning the level of use of University support and facilities.

*Standard level of support may include use of office of classroom space, libraries, general computational facilities or equipment routinely used in the regular performance of academic duties, and the use of specialized experimental or computational laboratory facilities or equipment or other special instrumentation if it involves only brief periods of time or limited use, e.g. for exploratory tests.

3) Special situations may occur in certain courses or special projects where students are presented with the opportunity to participate in projects or activities in which the ownership of any resulting Intellectual Property must be assigned either to the University or to a sponsoring entity as a condition of the student’s participation. Students are never obligated to participate in projects or activities that require the assignment of the student’s Intellectual Property to the University or to another entity. In these situations students will always be presented with two options: 1) to participate in alternative projects or activities that do not require the student to assign their Intellectual Property or 2) to participate in projects or activities that require the student to assign their Intellectual Property. The student’s grade and/or evaluation of performance in the course will not be affected by the student’s decision to participate or not to participate in projects or activities requiring the assignment of the student’s Intellectual Property.

See possible scenarios.
**Students employed by the University.** When the student creates Intellectual Property as part of their work duties when employed by the University, the property is owned by the University under conditions outline in the SNU Intellectual property Statement II.A.

**A Student Intellectual Property Agreement Form is** available to deal with such situations (see appendix). This form must be filled out in advance of activities being undertaken. Faculty members should advise students of the need to complete this form at the outset of a class and/or project involving undergraduate research and/or joint faculty-student research. Faculty members have the responsibility to collect the appropriate Intellectual Property agreement signed by the student at the first meeting of the project or course. If a student feels his/her faculty advisor has a conflict of interest in requesting assignments from students, a student should consult with the designated University authorized official (Vice president for academic affairs), who will also serve as the point of contact for any student appeals related to concerns about Intellectual Property issues.
Possible Student Intellectual Property Scenarios

What if the student makes an invention in a course they are taking?
If any student, graduate or undergrad, taking any course for credit develops Intellectual Property, the Intellectual Property belongs to the student and an Intellectual Property assignment agreement is not required (no matter who paid for the course).

Are graduate students different from undergraduate students?
Generally no. If graduate or undergraduate students are doing any research (including but not limited to research for graduate thesis or dissertation preparation), and do not receive material support from the University or involve Faculty collaboration, then the Intellectual Property belongs to the student.

What about undergraduate theses?
For required senior thesis, or seminar with a research component, the student must have available an option that allows them to retain their Intellectual Property. That is, an option that allows them to complete the work without material support or faculty collaboration beyond the standard. This may require a change in topic.

What about graduate theses or dissertations?
If the outcome of a graduate thesis or dissertation may possibly be a patentable invention and the student receives material support from the University, then the Intellectual Property is owned by the University. When a patentable invention is a possibility in this situation, the student must sign a Student Intellectual Property Agreement with the University at the first meeting of the project or course or as soon as the need becomes apparent.

What if a student works “for free” in a University laboratory to gain experience?
Absent the “exception” situations, if students are working for free – receiving no pay or compensation – in a University lab or research facility, the Intellectual Property will be owned by the student. The exceptions are: if the student is receiving “material support” from the University, or collaborating with faculty or participating in a “special situation” in a for-credit course, then the Intellectual Property belongs to the University and the student must sign a Student Intellectual Property Agreement with the University (Form 1).

What about summer students or student interns, both at SNU and at other institutions?
Summer students and student interns at SNU and SNU students at other institutions must abide by the policies of the host institutions, including signing any appropriate Intellectual property agreement for the host institutions.

What about artistic works created by students?
Artistic work, including poetry, sculpture, graphic arts, painting, etc., created as part of academic required coursework, all rights rest with the creator. When there is some specific agreement/contract which designates the students’ effort as a “work for hire,” the Intellectual Property belongs to the University or to a sponsor.

Adapted from the Office of Research, Penn State University (permission pending),
www.research.psu.edu/ipo/ip-agreement-forms
Appendix I

SNU Student Intellectual Property Agreement Form

I understand that any intellectual property (such as undergraduate theses, inventions, discoveries, creations and new technologies) conceived or first reduced to practice by me as a student at Southern Nazarene University as a work product (including homework assignments, laboratory experiments, special and independent study projects) of a “for credit” course will be owned by me. The University does not claim ownership of such intellectual property.

I understand that I am not obligated to participate in projects or activities that require the assignment of my intellectual property to the University or to another entity and that my grad and/or evaluation of performance in the course will not be affected by my decision to participate or not participate in projects or activities requiring the assignment of my intellectual property.

I understand that the assignment of Intellectual Property is a binding legal agreement and that I have the right to seek independent legal advice at my own expense prior to signing this agreement.

Assignment of Rights. I agree as a condition of my participation in

(description of project/activity requiring the assignment of Intellectual Property)

in

(course number, if applicable)

to: (use A or B below to retain or assign rights as described)

TO RETAIN RIGHTS BUT ALLOW SNU TO DISPLAY/SHARE WORK

A) hereby grant to Southern Nazarene University

Department/Division

The permission to display/share the intellectual property/creative work (listed below) which was (or will be) created or produced by me. This intellectual property/creative work includes:

1. 
2. 
3. 

In addition, my signature indicates that the materials which I hereby authorize for display/sharing are not subject to any registered copyright pursuant to federal copyright laws, 17 USCA Section 1 et seq.
TO ASSIGN RIGHTS

B) Assign to ____________________________________________________________

(company name or University name or faculty member’s name) (Hereinafter referred to as “Sponsor”)

The ownership of this Intellectual Property and all rights that I may acquire in inventions, discoveries or rights of patent that have been or are conceived or first actually reduced to practice by me as a result of my participation.

I agree to inform Sponsor of any Intellectual Property that have developed or that I may develop and to cooperate with the Sponsor, at Sponsor’s expense, to obtain a patent or patents upon any invention or discovery conceived or first reduced to practice by me. Co-operation includes but is not limited to maintaining and providing appropriate lab notes, work logs and other documentation of my research.

I understand that if I assign my Intellectual property rights to Sponsor, then I will not receive any financial benefit or licensing or patenting assistance from the University for that Intellectual Property. I agree to make myself available to patent attorneys, to sign all papers, take all rightful oaths, and perform acts which may be necessary, desirable or convenient for fulfilling this assignment and for securing and maintaining patents to the Intellectual Property in any and all countries and for vesting title thereto in SNU, its successors, assigns and legal representatives. I understand that my responsibilities under this agreement will continue after completion of the project, activity, course and my association with the University.

In addition, my signature indicates that the materials which I hereby assign to SNU are not subject to a registered copyright pursuant to federal copyright laws, 17 USCA Section 1 et seq.

This agreement is effective upon the latest date of signature.

A parent or legal guardian signature is required for students younger than 18 years of age:

_____________________________________________                                      ____________________________
Parent/Legal Guardian                                                                                             Date

STUDENT SIGNATURE
By: __________________________________________                                      ____________________________
Student Name                                                                                                         Date

ACKNOWLEDGEMENT BY Course Instructor/Project Supervisor
______________________________________________                                    ____________________________
Name                                                                                                             Date

(Printed Name)

APPROVAL BY SOUTHERN NAZARENE UNIVERSITY Officer
______________________________________________           ___________________________
SNU Official Name                                  Date

_______________________________________________                     ____________________________
Title                       Printed Name

Notes:
The Southern Nazarene University Academic Grants Office (AGO) will assist faculty, deans, and academic staff in identifying funding sources, developing program designs, writing grant proposals, securing institutional approvals, and making grant applications. If funded, the AGO will assist in grant activation, management, and reporting. If not funded, the AGO will assist in proposal revision and/or targeting new potential funders. University employees seeking to secure grants outside academic areas should work directly with University Advancement.

1. Project and funding agency identification

Grantseeking should be conducted within the University’s parameters of stated mission, vision, and strategic planning. The University will give priority to pursuing grant funding to support and develop infrastructure, research, creative endeavors, instructional programs, public service projects, and professional development.

Grant proposals involving foundations will be reviewed at the preproposal stage for external funding feasibility and agency fit and timing by the Associate VP of University Advancement (UA) and the Academic Grants Office (AGO) Director.

Initial approaches to grant funders must be made in conjunction with AGO or UA.

2. Personnel, budget and assurances approvals

An institutional Project Director or Principal Investigator must be named in all grant proposals. PD/PI and new personnel hires must be approved by the academic administrators in advance as part of the budget.

For all matching and inkind funds and waived institutional fees, proposed grant budgets must clearly outline the SNU accounts to be charged and departmental and administrative budget officers’ approval for these expenditures and agreements. Any grant proposals including new construction must be reviewed by the VP of University Advancement & Church Relations and the VP for Business & Financial Affairs for consistency with the SNU Master Plan.

Budgets should be based on current institutional scales for salaries, benefits, mileage, etc. Indirect cost allowances, if included in budget, must be listed at the approved institutional rate.

Any institutional assurances required by the agency must be reviewed and approved by the AGO.

3. Proposal development, approval, and submission

Proposals involving human subjects must first be reviewed by the Institutional Review Board (IRB). As part of proposal development, the grant application (narrative and budget) must be reviewed by the relevant academic dean(s). The final draft of the complete grant application package (proposal, budget, and other supporting materials) must be approved by the AGO.
The AGO will submit the grant application package directly to the funding agency. For federal and foundation agencies requiring electronic submissions, the AGO maintains the necessary institutional account logins and passwords. No grant proposal will be submitted without briefing the University President on the proposal’s content and the funding source being approached.

4. Award activation

AGO will review the terms and conditions of the award when SNU receives the award document and assist with acceptance requirements and advise on any required budget changes. The AGO will also work with Financial Affairs to review governing authorities and allowable and disallowable costs for the grant and to set up the needed project accounts and drawdown procedures and/or subcontracts agreements, where applicable, before funds are expended.

For nonfunded proposals, AGO assist with response to agency and campus discussions of whether to resubmit or change approach.

5. Project management and closeout

The Project Director will be responsible for adhering to institutional policies for hiring, intellectual property, and IRB, and will be expected to assure responsible conduct in research, exercising due diligence to safeguard any vulnerable populations served by grant activities and human subjects or vertebrate animals used in research.

The Project Director is responsible for timely filing of all required documentation, including financial reports, periodic and final reports, and for documentation of all contact with the agency and agency’s program officer. If agency approval is required during the project, approval must be requested and approved in writing. The Project Director is also responsible for following established personnel procedures and budget control, including expenditure approvals and budget monitoring and reconciliation. The Business and Financial Affairs Office will provide required institutional financial data and account logistics for postaward grant management support.

The Project Director and institution will abide by the expressed wishes of the agency for publicity and use of the agency’s name.

Final budget closeout for the grant must be approved by Financial Affairs and the final report approved by the AGO before submission. Copies of key documentation over the course of the grant must be supplied to the AGO.

6. Caveats

Due to confidentiality issues and consultant agreements, copies of SNU grant proposals should not be shared outside the institution without express prior permission of the AGO.

The University requires review and approval of all applications for external funding prior to submission. There is no guarantee that the University will be able to accept an award, particularly an award requiring matching funds, for any grant proposal that was submitted without review and approval as described above.