

Chapter 2

FACULTY ORGANIZATION, COUNCILS AND COMMITTEES

I. OVERALL COMMITTEE STRUCTURE

Faculty councils/committees are those councils/committees that are accountable to the faculty. Each of these committees is required to keep the faculty informed of their activities by posting the minutes of each meeting electronically.

There are three basic types of faculty councils/committees. Their makeup, size, and responsibilities are listed in the following pages.

A. Those that service the needs of the faculty as an organization

1. Agenda Committee
2. Committee on Committees
3. Faculty Activities Committee
4. Faculty Development Committee
5. Faculty Policy Council

B. Those that carry out the academic responsibilities of the faculty

1. Academic Council: Undergraduate
2. General Education Council
3. Graduate and Continuing Studies Council
4. Teacher Education Council

C. Those that provide for academic services

1. Athletic Council
2. Instructional Resources Council

In addition, there are administrative councils/committees which service the needs of the administration. These councils/committees are designed to expedite the work of a particular administrative officer. They do no report to the faculty or send minutes to the faculty. Their makeup, size, duties, meetings, and reports are determined by the administrator in jurisdiction. However, proposed changes in the size and makeup of these committees should be presented to the Committee on Committees for an impact study of these changes on the overall committee structure.

The administrative councils/committees are as follows:

A. President of the University

1. Athletics Compliance Committee
2. Grievance Committee
3. Honorary Degree Committee
4. University Spiritual Life Committee
5. University Administrative Council

B. Vice President for Academic Affairs

1. Academic Ceremonies Council
2. Academic Progress Committee
2. Dean's Council
3. Institutional Review Board

C. Vice President for Enrollment Services and Marketing

1. Admissions and Recruitment Committee
2. Communications Committee
3. Enrollment Management Committee
4. Marketing Council
5. Web Creative Council

D. Vice President for Financial Affairs

1. Affirmative Action Committee
2. Safety Committee
 - a. Chemical Hygiene Committee
 - b. Institutional Animal Care and Use Committee

E. Vice President for Student Development

1. Community Life Board
2. Counseling Committee
3. Entertainment Evaluation Committee
4. Housing Exception Committee
5. Master Calendar Committee
6. Student Life Executive Committee
7. Student Life Policy Council

II. FACULTY COUNCILS AND COMMITTEES

Academic Council: Undergraduate

1. **Membership:** 17
 - a. Faculty Chairperson
 - b. Vice President for Academic Affairs
 - c. Registrar
 - d. Dean of each school
 - e. One faculty member with a minimum of three years service at NNU elected from and by the School of Academic Resources (odd numbered years)
 - f. One faculty member with a minimum of three years service at NNU elected from and by the School of Arts, Humanities, and Social Sciences (odd numbered years)
 - g. One faculty member with a minimum of three years service at NNU elected from and by the School of Business (odd numbered years)
 - h. One faculty member with a minimum of three years service at NNU elected from and by the School of Education, Social Work, and Counseling (even numbered years)
 - i. One faculty member with a minimum of three years service at NNU elected from and by the School of Health and Science (even numbered years)
 - j. One faculty member with a minimum of three years service at NNU elected from and by the School of Theology and Christian Ministries (even numbered
 - k. Two students selected by SGA
2. **Length of tenure:** 2 years, elected on a staggered schedule. Student tenure - 1 year.
3. **Chairperson:** Faculty Chairperson
4. **Suggested frequency of meetings:** Twice a month
5. **Committee reports to:** Faculty
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Establish and review all academic policies governing the undergraduate program of the university. These include curriculum, admission and graduation requirements, calendar, grading system, retention, academic honors, advising, and all other academic standards and procedures.
 - b. Review and act upon all recommendations from other councils and committees with regard to academic policies. The council will not deal with the operational policies in the jurisdiction of other councils and committees or with course approval.
 - c. Approve substantive change requests (required for accreditation) in undergraduate programs.

- d. Establish and review all academic policies governing special undergraduate programs, such as the honors program and international programs.
- e. Establish and review the undergraduate academic plan for the University which includes present policies as well as long range goals. Keep this before the faculty, administration, and trustees. Monitor its implementation through the appropriate sectors of the university, and report each year on its progress to the faculty as a whole. Report to the Academic Budget Council aspects of the plan which require funding.
- f. Oversee and coordinate undergraduate curriculum formation within each school. Review reports of curriculum changes from each school curriculum committee. If reports are not returned to the curriculum committees for reconsideration, the curriculum changes will stand approved.

Agenda Committee

1. **Membership:** 5
 - a. Vice President for Academic Affairs
 - b. President of the University
 - c. Faculty Chairperson
 - d. Faculty Vice Chairperson
 - e. Faculty Secretary
2. **Chairperson:** Vice President for Academic Affairs
3. **Suggested frequency of meetings:** Prior to any scheduled faculty meeting
4. **Committee reports to:** Faculty via the agenda for faculty meetings
5. **Frequency of reports:** As needed
6. **Responsibilities:**
 - a. Call for faculty meeting agenda items by announcement prior to Agenda Committee meetings. At the chair's request, the faculty secretary may facilitate this as well as serve as the secretary of the Agenda Committee.
 - b. Establish the agenda for each faculty meeting. Any council, committee, school, department, administrator, or faculty member may present items to any member of the Agenda Committee to be considered for a faculty meeting.
 - c. Send the agenda to each faculty member at least three school days before faculty meetings.
 - d. Set dates for regular reports from councils and committees.
 - e. Set dates for special faculty meetings or faculty hearings.
 - f. Promote the quality and effectiveness of faculty meetings. The committee will be guided by the description of faculty meetings outlined in the Faculty Constitution.

Athletic Council

1. **Membership:** 12
 - a. Faculty Athletics Representative to the National Collegiate Athletic Association, appointed by the President
 - b. Athletic Director
 - c. Compliance Coordinator
 - d. One faculty member elected from and by the School of Academic Resources
 - e. One faculty members elected from and by the School of Arts, Humanities, and Social Sciences
 - f. One faculty member elected from and by the School of Business
 - g. One faculty member elected from and by the School of Education, Social Work, and Counseling
 - h. One faculty members elected from and by the School of Health and Science
 - i. One faculty member elected from and by the School of Theology and Christian Ministries
 - j. One student athlete elected from and by the Student Athletics Advisory Committee
 - k. Two students selected by SGA. At least one must be female.

(It is suggested that schools consider electing some female faculty representatives.)

2. **Length of tenure:** 1 year
3. **Chairperson:** Faculty Athletics Representative
4. **Suggested frequency of meeting:** Monthly
5. **Committee reports to:** Faculty
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Establish and review policies concerning the operation of the intercollegiate athletic program.
 - b. Approve the athletic schedules.
 - c. Review the allocation of the intercollegiate athletic budget.
 - d. Approve the addition or deletion of all sports programs.
 - e. Interview prospective coaches. The Athletic Director will send the results of interviews along with a recommendation to the President.

Committee on Committees

1. **Membership:** 8
 - a. One faculty member elected from and by the School of Academic Resources (odd numbered years)
 - b. Two faculty members elected from and by the School of Arts, Humanities, and Social Sciences (odd numbered years)
 - c. One faculty member elected from and by the School of Business (odd numbered years)
 - d. One faculty member elected from and by the School of Education, Social Work, and Counseling (even numbered years)
 - e. Two faculty members elected from and by the School of Health and Science (even numbered years)
 - f. One faculty member elected from and by the School of Theology and Christian Ministries (even numbered years)
2. **Length of tenure:** 2 years, elected on a staggered schedule
3. **Chairperson:** The committee will elect its own chair each year. The previous year's chairperson or the Vice President for Academic Affairs will convene the first meeting each year.
4. **Suggested frequency of meetings:** Once a month
5. **Committee reports to:** Faculty
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Provide general oversight of the structure for all faculty committees. The committee will review as needed the committee structure for all faculty councils and committees, considering the size, makeup, jurisdiction, and effectiveness of each committee. The committee will be guided by "A Working Philosophy of Councils and Committees." Recommendations to change the committee structure will be presented to the faculty for approval.
 - b. Interpret issues of responsibility between councils and committees as occasions arise.
 - c. Nominate to the faculty all candidates for faculty officers and faculty representatives to the Board of Trustees. The committee will follow the guidelines for nominees that are stated in the Faculty Constitution.
 - d. Conduct the faculty elections dealing with items under its jurisdiction.
 - e. Provide for replacements when vacancies occur in committees, councils, or faculty offices between normal elections (see "Voting Procedure").
 - f. Provide for substitute faculty representation to the Board of Trustees if the regularly elected members cannot attend.
 - g. Expedite the governance of faculty councils and committees: (1) assure that

newly elected committees/councils organize before commencement, electing a chair if the chair is not *ex officio*; (2) assure that minutes are electronically posted after each meeting.

Faculty Activities Committee

1. **Membership:** 5
 - a. Vice President for Academic Affairs
 - b. Four faculty members appointed by the Faculty Chairperson.
2. **Length of tenure:** Two members will be appointed each year to two-year terms. Term of Office will begin and end after the fall faculty retreat.
3. **Chairperson:** The committee will elect its own chairperson each year. The previous year's chairperson or the Vice President for Academic Affairs will convene the first meeting of the year.
4. **Suggested frequency of meeting:** On call (summer and fall, monthly to weekly as needed)
5. **Committee reports to:** Faculty
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Plan, coordinate, and implement the annual fall faculty retreat in consultation with the President of the University.
 - b. The four appointed members will serve jointly with the Staff Social Committee and a representative of the Administrative Personnel to plan faculty/staff socials including Christmas activities. The chair of the Faculty Activities Committee will serve as the chair of the joint committee.
 - c. Plan, coordinate, and implement any other faculty social activities.

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Faculty Development Committee

1. **Membership:** 10
 - a. Faculty Secretary
 - b. One faculty member with a minimum of three years service at NNU elected from and by the School of Academic Resources (odd numbered years)
 - c. Two faculty members with a minimum of three years service at NNU elected from and by the School of Arts, Humanities, and Social Sciences (odd numbered years)
 - d. One faculty member with a minimum of three years service at NNU elected from and by the School of Business (odd numbered years)
 - e. One faculty member with a minimum of three years service at NNU elected from and by the School of Education, Social Work, and Counseling (even numbered years)
 - f. Two faculty members with a minimum of three years service at NNU elected from and by the School of Health and Science (even numbered years)
 - g. One faculty member with a minimum of three years service at NNU elected from and by the School of Theology and Christian Ministries (even numbered years)
 - h. Vice President for Academic Affairs (non-voting)
2. **Length of tenure:** 2 years, elected on a staggered schedule
3. **Chairperson:** Faculty Secretary
4. **Suggested frequency of meetings:** As needed
5. **Committee reports to:** Faculty, Vice President for Academic Affairs
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Consider and select faculty for the following awards and grants:
 - (1) Sabbatical leaves (fall semester)
 - (2) Faculty and Academic Enhancement Fund (spring semester)
 - (3) Faculty Development II Fund (spring semester)
 - (4) Faculty Award Lectureship (spring semester)
 - (5) Other institutional awards and grants
 - b. Establish and review policies with regard to the above awards and grants.
 - c. Provide oversight for the orientation and development of new faculty during their first three years at NNU.
 - d. Provide opportunities for the development of the faculty as a whole in the areas of instruction, profession, and personal/spiritual growth.
 - e. Coordinate faculty recognition of retiring faculty.

Faculty Policy Council

1. **Membership:** 11
 - a. Faculty Vice Chairperson
 - b. One faculty member with a minimum of three years service at NNU elected from and by the School of Academic Resources (odd numbered years)
 - c. Two faculty members with a minimum of three years service at NNU elected from and by the School of Arts, Humanities, and Social Sciences (odd numbered years)
 - d. One faculty member with a minimum of three years service at NNU elected from and by the School of Business (odd numbered years)
 - e. One faculty member with a minimum of three years service at NNU elected from and by the School of Education, Social Work, and Counseling (even numbered years)
 - f. Two faculty members with a minimum of three years service at NNU elected from and by the School of Health and Science (even numbered years)
 - g. One faculty member with a minimum of three years service at NNU elected from and by the School of Theology and Christian Ministries (even numbered years)
 - h. Vice President for Academic Affairs (non-voting, resource person)
 - i. Vice President for Financial Affairs (non-voting, resource person)
2. **Length of tenure:** 2 years, elected on a staggered schedule.
3. **Chairperson:** Faculty Vice Chairperson
4. **Suggested frequency of meetings:** Monthly, or as needed
5. **Committee reports to:** Faculty, Vice President for Academic Affairs, President
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Formulate, review, and recommend all policies with respect to faculty personnel matters, including but not limited to salaries, benefits, contracts, work rules, sabbaticals, leaves of absence, retirement, hiring procedures, dismissal procedures, retrenchment, and other similar matters in the Faculty Policy Manual and Faculty Policy Handbook.
 - b. (1) Receive annually from the Vice President for Financial Affairs data from NNU faculty and reference institutions necessary to track and update items related to faculty welfare. (2) Survey the NNU faculty periodically regarding items related to faculty welfare. (3) Prepare an annual report, or update to previous reports, of the faculty welfare status to be presented in the fall to the faculty, administration, and Executive Committee of the Board of Trustees.
 - c. Review as needed the Faculty Policy Manual and the Faculty Handbook and process any proposed changes in accordance with provisions of the Faculty Policy Manual and the Faculty Handbook.
 - d. Review as needed the Faculty Constitution and Bylaws and consider proposed amendments in accordance with the amending procedure in those documents.

- e. Interpret the Faculty Constitution and Bylaws as occasions arise.

General Education Council

1. **Membership:** 13
 - a. Dean of the School of Arts, Humanities, and Social Sciences
 - b. Registrar
 - c. One faculty member elected from and by the School of Academic Resources(odd numbered years)
 - d. Three faculty members elected from and by the School of Arts, Humanities, and Social Sciences (odd numbered years)
 - 1) Art and Music
 - 2) Communication Studies, English, Modern Languages
 - 3) History and Political Science, Psychology and Sociology
 - e. One faculty member elected from and by the School of Business (odd numbered years)
 - f. One faculty member elected from and by the School of Education, Social Work, and Counseling (even numbered years)
 - g. Two faculty members elected from and by the School of Health and Science (even numbered years)
 - 1) Kinesiology
 - 2) Biology, Chemistry, Physics, Mathematics and Computer Science
 - h. One faculty member elected from and by the School of Theology and Christian Ministries (even numbered years)
 - i. Vice President for Academic Affairs (non-voting, resource person)
 - j. One upper class student selected by SGA
2. **Length of tenure:** 2 years, elected on a staggered schedule. Student tenure - 1 year.
3. **Chairperson:** The council will elect its own chairperson each year. The previous year's chairperson or the Dean of the School of Arts, Humanities, and Social Sciences will convene the first meeting each year.
4. **Committee reports to:** Faculty, Dean of the School of Arts, Humanities, and Social Sciences
5. **Suggested frequency of meetings:** Monthly
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Establish and review the undergraduate general education policies and curriculum of the university, in light of the institutional mission. The council will work with individual departments to create appropriate courses for the general education curriculum.
 - b. Assess the effectiveness of the general education curriculum: the structures, the processes, and the outcomes. Use the results to make recommendations for curricular planning.

- c. Evaluate the impact of general education curricular changes on the academic resources of the university and report to the Dean of the School of Academic Resources.
- d. Prepare the catalog statements on the general education curriculum.

8. **Guidelines for Curriculum Formation:**

- a. Either the General Education Council or the individual academic departments of the university may propose changes in the general education curriculum.
- b. The normal process for approval of changes in the general education curriculum is as follows: (1) the academic department in which the course resides, (2) the curriculum committee of the appropriate school, and (3) the General Education Council.
- c. Curriculum changes which affect teaching load or FTE should have the prior approval of the Dean of the appropriate school and the Vice President for Academic Affairs.

Graduate and Continuing Studies Council

1. **Membership:** 14
 - a. Director of Graduate Studies
 - b. Director of Continuing Studies
 - c. Vice President for Academic Affairs
 - d. Registrar
 - e. One faculty member with an earned doctorate elected from and by each department with a graduate program (5)
 - f. One faculty member elected from and by the School of Academic Resources
 - g. One faculty member with an earned doctorate elected from and by the School of Arts, Humanities, and Social Sciences
 - h. One faculty member with an earned doctorate elected from and by the School of Health and Science
 - i. Two graduate students appointed by the Director of Graduate Studies in consultation with graduate department chairs

2. **Length of tenure:** 1 year

3. **Chairperson:** Director of Graduate Studies

4. **Suggested frequency of meetings:** Monthly, or more frequently as needed

5. **Committee reports to:** Faculty

6. **Frequency of reports:** After each meeting minutes will be posted electronically.

7. **Responsibilities:**
 - a. Establish and review all academic policies governing the graduate programs of the university. These include: curriculum, admission and graduation requirements, calendar, grading system, retention, academic honors, advising, and all other academic standards and procedures.

 - b. Establish and review academic and operational policies governing all educational activities of the university which occur outside the normal undergraduate and graduate programs. These include: summer school, special programs, in-service education, campus institutes, and any courses offered by students, alumni, denominational or professional organizations, on or off campus.

 - c. Review and act upon all recommendations from other councils and committees with regard to graduate and continuing studies academic policies. The council will not deal with the operational policies in the jurisdiction of other councils and committees or with course approval.

 - d. Approve substantive change requests (required for accreditation) in graduate programs.

 - e. Approve new programs in continuing studies.

 - f. Receive periodic reports concerning graduate degrees from all departmental graduate committees.

 - g. Receive reports from the directors and coordinators of all continuing education

programs.

- h. Prepare the catalog statements on the graduate program.

8. **Guidelines for Curriculum Formation:**

- a. The normal sequence for approval of new graduate courses is as follows: (1) ;
- b. New courses in continuing studies may originate from within the university or from sources outside the university such as school districts and professional organizations.
- c. The normal sequence for approval of courses offered through continuing studies is as follows: (1) the chair of the academic department in which the course resides, (2) the dean of the school in which the course resides, and (3) the Director of Continuing Studies.
- d. Repeat courses in continuing studies taught by the same or different instructors will be approved by: (1) the chair of the academic department in which the course resides, and (2) the Director of Continuing Studies.
- e. All newly approved graduate and continuing studies courses will be reported to the council as items of information.

Instructional Resources Council

1. **Membership:** 11
 - a. Dean of the School of Academic Resources
 - b. Three faculty members elected from and by the School of Academic Resources (odd numbered years)
 - c. One faculty member elected from and by the School of Arts, Humanities, and Social Sciences (odd numbered years)
 - d. One faculty member elected from and by the School of Business (odd numbered years)
 - e. One faculty member elected from and by the School of Education, Social Work, and Counseling (even numbered years)
 - f. One faculty member elected from and by the School of Health and Science (even numbered years)
 - g. One faculty member elected from and by the School of Theology and Christian Ministries (even numbered years)
 - h. One undergraduate student selected by SGA
 - i. One graduate student selected by the Director of Graduate Studies
2. **Length of tenure:** 2 years, elected on a staggered schedule
3. **Chairperson:** Dean of the School of Academic Resources
4. **Suggested frequency of meetings:** Monthly
5. **Committee reports to:** Faculty
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Review and recommend all policies related to the instructional resources of the university. These include academic advising and testing, academic support center, bookstore, career center, classroom facilities, information services, media services, and Riley library.
 - b. Assess resource needs in view of the academic programs, curriculum, and institutional mission, and make recommendations to the appropriate director of resources, administrator, or council.
 - c. Develop and give guidance to a 3-year strategic plan for instructional resources to be implemented by the directors of each resource area.

Teacher Education Council

1. **Membership:** 17
 - a. Dean of the School of Education, Social Work, and Counseling
 - b. Director of Teacher Education
 - c. Chairperson of the Education Department
 - d. Director of Student Teaching
 - e. One faculty member elected from and by each of the following: (1) art and music, (2) kinesiology, (3) language and literature, (4) math and sciences, (5) social sciences
 - f. Registrar
 - g. Faculty representative from the library
 - h. Two students elected by SNEA (one of them the president)
 - i. One representative from the Nampa Education Association
 - j. One administrator from the Nampa School District
 - k. One representative from the Idaho Education Association
 - l. One administrator from the Idaho Federation of Independent Schools
2. **Length of tenure:** 1 year
3. **Chairperson:** Director of Teacher Education
4. **Suggested frequency of meetings:** Monthly
5. **Committee reports to:** Faculty
6. **Frequency of reports:** After each meeting minutes will be posted electronically.
7. **Responsibilities:**
 - a. Establish policies and procedures related to the undergraduate Teacher Education program.
 - b. Make recommendations to appropriate schools/departments regarding curriculum and policy matters that have school-wide or institution-wide implications.
 - c. Provide for internal and external review of the Teacher Education program.
 - d. Receive reports from the Education Department.
 - e. Conduct Level One screening interviews (admission to the Teacher Education program).
 - f. Approve candidates for certification/licensure.
 - g. Serve as the writing committee for the state and NCATE visits.

III. ADMINISTRATIVE COUNCILS AND COMMITTEES

A. President of the University

1. Athletics Compliance Committee

a. Membership:

- (1) Registrar
- (2) Athletic Director
- (3) Compliance Officer
- (4) Faculty Athletic Representative
- (5) Admissions Director
- (6) Financial Aid Director
- (7) Vice President for Student Development
- (8) Faculty member at large
- (9) Two students

b. Duties:

- (1) This committee serves as an oversight committee to assure compliance with affiliated athletic programs and to facilitate student athlete welfare.
- (2) The Athletic Compliance Committee reports to the Athletic Council.

2. Grievance Committee

a. Membership:

Full-time employees of the university. There shall be four members, three faculty and one administrative personnel. The committee members shall be elected by the respective personnel groups for one year of service. The committee shall select its own chairperson. Committee members will be excused from serving on any case in which they have a conflict of interest. The position so vacated will be filled by appointment by the Grievance Committee with due regard to the expressed interest of the parties in the case.

b. Duties:

- (1) Attend first meeting scheduled by the faculty chair responding to a written complaint. A chair will be elected and a fact-finding investigation process generated.
- (2) Subsequent procedure will be followed as described in **IX. GRIEVANCE POLICY**, *Faculty Policy Manual*, Chapter 4, Page 4:25-27.

3. **Honorary Degree Committee**

a. **Membership:**

- (1) President of the University who shall act as chairperson
- (2) Two members of the Board of Trustees, one lay representative and one clergy representative appointed by the Chairperson of the Board of Trustees
- (3) Two faculty members elected by the faculty

The two Board of Trustees members shall be appointed each year at the fall meeting of the Board, and the two faculty members shall be elected each year prior to the fall meeting of the Board. In the event of a vacancy on the committee during the year, the Chairperson of the Board of Trustees shall appoint a successor for a Trustees member, and the faculty shall elect a successor for a faculty member.

b. **Duties:**

- (1) The Board of Trustees may confer honorary degrees on nomination of the Honorary Degree Committee. All names suggested by members of the Board of Trustees, faculty or alumni shall be referred to the Honorary Degree Committee for consideration.
- (2) The committee shall follow guidelines adopted by the Board of Trustees in nominating candidates for the honorary degree.
- (3) The committee nomination(s) shall be presented at the spring meeting of the Board of Trustees immediately preceding the commencement exercise where the honorary degree is to be conferred.

4. **University Spiritual Life Committee**

a. **Membership:**

- (1) University Chaplain (Chair)
- (2) President
- (3) Director of Campus Life
- (4) Director of Multi-Cultural Affairs
- (5) Two faculty members
- (6) SGA Campus Ministries Coordinator
- (7) Class chaplains
- (8) One student from a Campus Ministry Club

b. **Duties:**

This committee works in concert with the Director of Spiritual Life and is primarily responsible to assist in the development and implementation of chapel/convocations. A secondary focus is on chapel attendance policy.

5. **University Administrative Council**

a. **Membership:**

- (1) President (Convener and Chair)
- (2) Vice President for Academic Affairs
- (3) Vice President for Enrollment Services and Marketing
- (4) Vice President for Financial Affairs
- (5) Vice President for Student Development
- (6) Vice President for University Advancement
- (7) Dean of the School of Academic Resources
- (8) Dean of the School of Arts, Humanities, and Social Sciences
- (9) Dean of the School of Business
- (10) Dean of the School of Education, Social Work, and Counseling
- (11) Dean of the School of Health and Science
- (12) Dean of the School of Theology and Christian Ministries
- (13) Faculty Chairperson
- (14) Athletic Director
- (15) Director of Operations

b. **Duties:**

- (1) Facilitates communication across administrative sectors and between the council and the president.
- (2) Assesses the process for and impact of implementing institution-wide governance policies and administrative initiatives.
- (3) Provides counsel to the president and/or UAC members on issues that may affect multiple sectors of the campus.
- (4) Considers results of institutional research that may have campus-wide implications and provides counsel on appropriate university responses to such data.
- (5) Monitors the implementation of strategic initiatives identified in *A Context for Planning, 2002-2005* as approved by the Board of Trustees on March 8, 2002.
- (6) Assesses and comments on the “stated assumptions, established parameters, and fixed guidelines” set by the president in the allocation of positions, operating budgets, and the development of strategic indicators.

B. Vice President for Academic Affairs

1. Academic Ceremonies Council

a. Membership:

Six Faculty Representatives

b. Duties:

This council coordinates the academic ceremonies of the university, including opening academic convocation, baccalaureate, commencement, and others as needed.

2. Academic Progress Committee

a. Membership:

- (1) Vice President for Academic Affairs
- (2) Vice President for Enrollment Services and Marketing
- (3) Vice President for Student Development
- (4) Director of Academic Advising
- (5) Registrar
- (6) Assistant Director of Admissions/Retention Coordinator

b. Duties:

- (1) This committee serves as the oversight committee to assure policy compliance in student admissions and academic progress.
- (2) The Academic Progress Committee is responsible for reviewing and recommending action to the Vice President for Academic Affairs on matters related to the academic progress of individual students, including areas of admission, probation and academic dismissal from the university.

3. Deans' Council

a. Membership:

- (1) Vice President for Academic Affairs
- (2) Dean of Each School
- (3) Director of the Center for Professional Development

b. Duties:

This council coordinates the administration, operation, and financial decision-making for the six academic schools and the Center for Professional development.

4. **Institutional Review Board**

a. **Membership:**

- (1) Chairperson of the Psychology Department
- (2) Two faculty members from different departments
- (3) Safety and Chemical Hygiene Officer

b. **Duties:**

This board represents the faculty on questions related to human subjects research and other similar questions.

C. Vice President for Enrollment Services and Marketing

1. Admissions and Recruitment Committee

a. Membership:

- (1) Vice President for Enrollment Services and Marketing
- (2) Director of Admissions
- (3) Vice President for Student Development
- (4) Director of Residential Life
- (5) Director of Academic Advising
- (6) Dean of the School of Academic Resources
- (7) Director of Financial Aid
- (8) Registrar and (or designee)
- (9) Faculty Member
- (10) Staff Member

b. Duties:

- (1) Reviews admissions applicants that fall below academic standards for acceptance that may be admitted on conditional status.
- (2) Reviews catalog admissions criteria for clarifying entering student expectations.
- (3) Reviews admissions applicants that may be admitted on conditional status for social issues.
- (4) Reviews admissions applicants for other at-risk needs (academic support sequence, counseling, etc.)*
- (5) Develops/proposes expectations and clarifies standards for improving success of incoming NNU students.

* These students cannot be screened for admissions status. The purpose of the review is to provide whenever possible an appropriate environmental supportive context for accessing services to enhance student success.

2. Communications Committee

a. Membership:

- (1) Director of Marketing and Public Relations (or designee)
- (2) Two faculty/administrative personnel members
- (3) Director of Alumni Relations
- (4) Senior Admissions Counselor
- (5) Director of Admissions
- (6) Director of Multi-Cultural Affairs
- (7) Director of Scholarships and Endowments

b. Duties:

- (1) Re-initiates responsibilities of the committee by reviewing style guidelines for logo/usage and for reviewing publications with an expectation for short turnaround.
- (2) Achieves a unified institutional presence and strengthens the university's image in the mind of the public and our constituency by presenting the institution in a consistent and professional manner.

3. **Enrollment Management Committee**

a. **Membership:**

- (1) Vice President for Enrollment Services and Marketing
- (2) Director of Academic Advising
- (3) Senior Admissions Counselor
- (4) Student Accounts Supervisor
- (5) Director of Admissions
- (6) Director of Financial Aid
- (7) STEP representative
- (8) Assistant Director of Admissions
- (9) Director of Residential Life
- (10) Registrar

b. **Duties:**

- (1) This committee works to collaborate on all aspects of enrollment and student registration.
- (2) Admissions gathers, calculates, reports and charts new and transfer student applications, accepts, and deposits received. Comparisons are made with previous years' reports. Cancellations and postpones are also tracked.
- (3) For new, returning, and transfer students, Financial Aid tracks and reports: 1) applications received; 2) applications by students with ISIRs received; 3) students in verification; 4) students with verification complete; 5) students ready for an award; 6) students with awards completed; and 6) cancellations.
- (4) Housing tracks and reports off-campus application approvals/denials, and occupancy of all residence halls; i.e., capacity and assignments in male and female facilities.
- (5) Registrar calculates/reports breakout of undergrad classifications (including express, concurrent, non-degree, and senior citizen) and all adult/grad enrollments. Reports and projections are compared with statistics from previous months/years.
- (6) Academic advising/retention tallies and reports academic denials and appeals, class list concerns, and numbers of students who have class schedules completed. Retention tracks cohort and other retention data-critical indicators.

- (7) Student accounts reports items concerning mailing of SDS's (coordinated with registrar and housing for this mailing) and accounts with balance carry-overs that are classed as registration 'holds.' Student Accounts also works hand in hand with other departments (e.g., on housing billing).
- (8) Adult/grad coordinates with the registrar to prepare/project numbers on STEP cohorts, the master's programs, and any other non-traditional/adult program enrollment information.

4. **Marketing Council**

a. **Membership:**

- (1) Director of Marketing and Public Relations (or designee)
- (2) Director of Sports Information
- (3) Audio/Visual Specialist
- (4) Director of Admissions
- (5) Director of Career Center
- (6) Dean of the School of Health and Science
- (7) University Chaplain
- (8) Faculty member and chairperson of the Communication Studies Department
- (9) Faculty Member
- (10) Director of Campaign and Facilities

b. **Duties:**

- (1) Responsible for making recommendations to the vice president for enrollment services and marketing regarding an integrated marketing plan (and communications plan) that is initially focused on developing a consistent image-building campaign and an integrated communications plan.
- (2) Works collaboratively on the implementation and refinement of the university marketing plan.
- (3) Works in tandem with the marketing outsource firm(s) on implementing an integrated branding strategy.

5. **Web Creative Council**

a. **Membership:**

- (1) Audio/Visual Specialist
- (2) Director of Marketing and Public Relations (or designee)
- (3) Director of Admissions
- (4) Director of Information Services
- (5) Technology Support Specialist for Online Learning
- (5) Director of Alumni Relations (or designee)
- (6) Director of Sports Information

b. **Duties:**

needs.

- (1) Prioritizes requested projects for web maintenance/web development.
- (2) Develops implementation plans for the identified web prioritized
- (3) Plans and prioritizes web/data interface opportunities (CARS interactive items).
- (4) Reviews Web media enhancement opportunities.
- (5) Identifies and collates mass customization processes for recruitment & image opportunities.
- (6) Updates previously distributed web policy manual.
- (7) Conducts meetings at least twice per month to set this initiative in motion soon.

D. Vice President for Financial Affairs

1. Affirmative Action Committee

a. Membership:

- (1) Vice President for Financial Affairs
- (2) Vice President for Academic Affairs
- (3) Vice President for Enrollment Services and Marketing
- (4) Vice President for Student Development
- (5) Director of Multi-Cultural Affairs
- (6) Two faculty representatives

b. Duties:

- (1) The committee shall annually review reported sector information to monitor institutional compliance with the current Affirmative Action plan(s) and policies.
- (2) The committee shall annually review policies regarding continuing employment, promotion procedures, and employee benefits to insure non-discrimination.
- (3) The committee shall develop annual planning statements and recruitment procedures for hiring of staff and develop student recruitment guidelines for the institution.
- (4) The committee shall also review all campus communications to insure internal and external compliance with the goals of an Equal Opportunity/Affirmative Action employer.

2. Safety Committee

a. Membership:

- (1) Director of Operations
- (2) Safety Officer
- (3) Representative from Enrollment Services and Marketing
- (4) Representative from Student Development
- (5) Housekeeping Manager
- (6) Maintenance Manager
- (7) Campus Security Director
- (8) Sodexo Manager
- (9) Two faculty members elected from and by the School of Academic Resources
- (10) One faculty member elected from and by the School of Arts, Humanities, and Social Sciences
- (11) One faculty member elected from and by the School of Business
- (12) One faculty member elected from and by the School of Education, Social Work, and Counseling
- (13) Two faculty members elected from and by the School of Health and Science
- (14) One faculty member elected from and by the School of Theology and Christian Ministries

b. **Duties:**

- (1) The mission of the Safety Committee is to help people go home each day as safe and healthy as when they arrived on campus.
- (2) The Safety Committee shall facilitate identification and reduction of workplace hazards.
- (3) The Safety Committee shall participate in measuring safety performance and enforcing safety rules on campus.
- (4) The committee shall work to ensure that the facilities are in compliance with OSHA standards.
- (5) The committee shall conduct regular safety inspections and investigations into safety issues on Campus.

3. **Chemical Hygiene Committee**

a. **Membership:**

- (1) Chemical Hygiene Officer
- (2) Housekeeping Manager
- (3) One faculty member elected from and by each of the following:
 - a) Art
 - b) Biology
 - c) Chemistry
 - d) Media Services
- (4) Print Shop Manager
- (5) Environmental Services Representative

b. **Duties:**

- (1) The committee shall oversee the safe use of hazardous chemicals on campus.
- (2) The committee shall facilitate identification of hazardous chemicals in use on campus.
- (3) The committee shall work to ensure the campus is in compliance with OSHA and EPA mandates specific to hazardous chemical use and disposal.

- (4) The committee shall oversee the creation of any new chemical safety policies and procedures for the academic and operations sectors of campus.
- (5) The committee shall report to the University Safety Committee semi-annually concerning the compliance of the campus with chemical hygiene mandates.

4. **Institutional Animal Care and Use Committee**

a. **Membership:**

- (1) Safety and Chemical Hygiene Officer
- (2) Veterinarian Consultant
- (3) One faculty member elected from and by each of the following:
 - a) Biology
 - b) Psychology
- (4) One student selected by SGA
- (5) Public Representative

b. **Duties:**

- (1) The committee shall oversee and evaluate the animal care and use program of the University's departments utilizing animals in research and teaching.
- (2) The committee shall semi-annually review the handling practices and treatment of animals in campus research for compliance with the Guide For The Care and Use of Laboratory Animals as published by the National Institute of Health and with applicable federal, state and local laws and regulations.
- (3) The committee shall annually inspect and evaluate the facilities and policies concerning the housing of the animals for compliance with the humane treatment and living standards as outlined in the Guide.
- (4) The committee shall report to the University Safety Committee annually concerning the compliance of the animal care and use groups.

E. Vice President for Student Development

1. Community Life Board

a. Membership:

- (1) Director of Residential Life (Chair)
- (2) Two Resident Directors
- (3) One faculty member
- (4) Student representative from each residence hall

b. Duties:

This Board receives referrals of students who have violated university Life Style Guidelines. This body hears cases and determines disciplinary sanctions. Further, they hear appeals from students who have questions about the rulings of the Peer Boards from the individual residence halls.

2. Counseling Committee

a. Membership:

- (1) Director of Counseling (Chair)
- (2) Vice President for Student Development
- (3) University Chaplain
- (4) Director of Multi-Cultural Affairs
- (5) Director of Graduate Counseling
- (6) Career Counselor
- (7) Representative from Social Work Department
- (8) Two students

b. Duties:

This committee acts in an advisory capacity to the Director of Counseling. Also, it reviews all counseling functions within the campus community.

3. Entertainment Evaluation Committee

a. Membership:

- (1) Director of Campus Life (Chair)
- (2) University Chaplain
- (3) SGA Campus Ministries Director
- (4) SGA Social Vice President
- (5) Two faculty or administrative personnel members
- (6) Two students

b. Duties:

The purpose of this committee is to review all aspects of entertainment in which students participate within the campus community.

4. **Housing Exception Committee**

a. **Membership:**

- (1) Vice President for Student Development
- (2) Director of Residential Life (Chair)
- (3) Director of Financial Aid
- (4) Vice President for Financial Affairs

b. **Duties:**

This committee meets to review and approve or disapprove student appeals for an exception to living on campus (when not meeting the established criteria), or an exception to carry a meal plan.

5. **Master Calendar Committee**

a. **Membership:**

- (1) Vice President for Student Development (Chair)
- (2) President
- (3) Vice President for Academic Affairs
- (4) Vice President for Enrollment Services and Marketing
- (5) Vice President for Financial Affairs
- (6) Vice President for University Advancement
- (7) University Chaplain
- (8) Director of Church Relations
- (9) Director of Campus Life
- (10) Director of Residential Life
- (11) Director of Alumni Relations
- (12) Director of Athletics
- (13) Director of Intramurals
- (14) Director of Marketing and Public Relations
- (15) Director of Multi-Cultural Affairs
- (16) Director of Operations
- (17) Director of Summer School
- (18) Director of STEP
- (19) Chairperson of the Art and Music Department
- (20) Fall Drama Director
- (21) Registrar
- (22) SGA Campus Ministries Director
- (23) SGA Community Relations Director
- (24) SGA President
- (25) SGA Social Vice President

b. **Duties:**

This committee meets once during the spring quarter of each year. It serves as a clearinghouse for all activities of the campus community in establishing the yearly activities calendar. This calendar is coordinated with the academic calendar. This body establishes a base for the continued updating of the Master Calendar throughout the year by the Office of Student Development.

6. **Student Life Executive Committee**

a. **Membership:**

Four faculty members

b. **Duties:**

This committee is a final appeals committee with the purpose of considering appeals by students whose behavior is in violation of Life Style Guidelines of the university, some of whom may have been suspended or terminated. The case will have been processed through the standard judicial disciplinary processes of Self-Governance.

7. **Student Life Policy Council**

a. **Membership:**

- (1) Vice President for Student Development (Chair)
- (2) Director of Campus Life
- (3) University Chaplain
- (4) Director of Multi-cultural Affairs
- (5) Director of Residential Life
- (6) Three faculty members
- (7) Three students

b. **Duties:**

The purpose of this council is to establish policies for student life at NNU. This is done through the review of the current *Student Handbook*, as well as the development of new and the upgrade of all policies. All recommendations are subject to review and approval by the President of the university and /or the Board of Trustees.

IV. A WORKING PHILOSOPHY OF COUNCILS AND COMMITTEES

1. The terms "council" and "committee" indicate the general thrust of each group. Councils tend to focus on policy, and committees on implementation. Nevertheless, in practical terms each group deals with both.
2. The purpose of councils and committees is to involve faculty in policy formation and expedite the work of the administration and faculty.
3. There will be a clear differentiation between *faculty* councils/committees that are the responsibility of the faculty as a whole and report to the faculty, and *administrative* councils/committees that are the responsibility of the administration and report to the administration.
4. The membership of councils and academic committees will include representation from all appropriate sectors of the faculty.
5. Every council/committee will have a meaningful work assignment without redundancy. Members will view their assignment as important to the overall success of the university.
6. The total number of councils/committees will be as small as possible.
7. The membership of councils/committees will be as small as possible in order to provide for maximum effectiveness.
8. The workload for councils/committees will be such that most will need to meet once a month but not more than twice a month.
9. The membership of councils/committees will be spread broadly among the faculty. Normally every faculty member will serve on at least one council/committee. No faculty member will have to serve on more than three academic councils/committees.
10. Each school is responsible for selecting the appropriate faculty representatives for council/committee assignments. Schools will need to weigh the relative values of continuity vs. creativity when making that selection. Schools must hold their council/committee representatives accountable. This includes attendance at council/committee meetings, reporting back to the schools each month, and relaying information from the school to the councils/committees.
11. Councils/committees will report to the faculty as a whole by posting the minutes of each meeting electronically. The chair of each council/committee is responsible for seeing that this is done.
12. In the event of a vacancy on a council or committee, the Committee on Committees, in consultation with the appropriate school, will name a replacement. For those positions elected by the faculty as a whole from two candidates nominated by the school, the alternate nominee will normally be named to fill the vacancy.

V. VOTING PROCEDURE

The following voting procedures apply to councils, committees, and the faculty as a whole.

1. A quorum of 50 percent of the total voting members is required to conduct business.
2. Items of business require a favorable vote from a majority of the ballots cast in order to pass. In faculty elections, the faculty may choose, by a majority vote, to elect by a plurality.
3. The Committee on Committees will conduct all faculty elections for faculty officers, committee personnel, and changes in committee structure and responsibilities. This duty includes making nominations, notifying nominees, preparing the ballot, presenting and counting the ballot, and notifying the faculty of the results.
4. Elections for faculty officers and committee personnel may be conducted by electronic ballot when approved by the faculty as a whole. The privacy of such elections will be protected by use of a neutral office or voting procedure to record the ballots. Electronic ballots will indicate the final cut-off date and time for submission.
5. Voting for all other items of business will be conducted in a duly authorized faculty meeting. However, the faculty as a whole may request an electronic ballot.
6. Councils/committees may choose to conduct some of their business by electronic means. In such cases, items of business require a favorable vote from a majority of council/committee members.
7. No absentee ballots will be allowed.
8. Staggered two-year elections may be appropriate for some committee personnel. In such cases the School of Academic Resources and the School of Applied Studies will elect in odd numbered years. The School of Arts, Humanities, and Social Sciences and the School of Health and Science will elect in even numbered years.
9. In order to facilitate the involvement of as many faculty members as possible in the committee structure, the following election schedule is suggested:

March—**Stage #1**: Faculty chairperson, faculty vice chairperson, faculty secretary.

April—**Stage #2**: Faculty-at-large representatives to the Board of Trustees, faculty personnel on the Art Gallery Council, Committee on Committees, Faculty Activities Committee, and any faculty serving on administrative committees and elected by the faculty as a whole.

April—**Stage #3** (after the April faculty meeting): All committee personnel elected by the schools and departments, including the Athletic Council, Faculty Development Committee, Faculty Policy Council, General Education Council, Graduate and Continuing Studies Council, Instruction Resources Council, Teacher Education Council, and Undergraduate Academic Council.
10. Newly-elected faculty officers and committee personnel will begin their assignments on July 1, unless otherwise indicated, and will serve until their successors are elected and qualify.
11. All councils and committees will hold an organizational meeting prior to commencement and report the election of a chair to the Vice President for Academic Affairs.

VI. CATEGORIES OF FACULTY

The faculty members of the university are divided into three categories: Teaching Faculty, Academic Support Faculty, and Administrative Faculty.

A. Teaching Faculty

Teaching faculty are individuals whose principal responsibility is classroom teaching in a particular discipline or disciplines in one or more academic schools of the university. These individuals are normally on contract at .75 FTE or more.

B. Academic Support Faculty

Academic support faculty members are individuals whose work is integral to the on-going academic work of the university. Normally their work is not predominantly classroom teaching, although each may teach some classes. Included in this group are the professional librarians with faculty rank, the university registrar, the director of academic advising, the director of the study skills center, the director of career advising, and the director of information resources.

C. Administrative Faculty

Administrative faculty members are general administrators of the university who carry a faculty title. Included in this group are the president and the vice presidents.

VII. STRUCTURE AND ADMINISTRATION OF SCHOOLS AND DEPARTMENTS

A. Structure

The faculty is divided into schools: Academic Resources; Arts, Humanities, and Social Sciences; Business and Economics; Education and Social Work; Health and Science; and Theology and Christian Ministries. The departments and offices within these schools are as follows:

Academic Resources

- Academic Advising and Testing
- Academic Support Center
- Career Center
- Information Services
- Library Services
- Media Services
- Military Science
- Registrar

Arts, Humanities, and Social Sciences

- Art and Music
- Communication Studies
- English
- History and Political Science
- Modern Languages
- Psychology and Sociology

Business

- Business and Economics

Education, Social Work, and Counseling

- Education
- Social Work
- Counselor Education

Health and Science

- Biology
- Chemistry
- Kinesiology
- Mathematics and Computer Science
- Nursing
- Physics

Theology and Christian Ministries

- Philosophy
- Religion

B. School Dean

Each school is headed by a school dean who serves as the chief administrative officer of the school. The reporting lines, appointment, term, and duties of school deans are as given below:

1. Supervisor

The immediate supervisor of the school chair is the vice president for academic affairs.

2. Appointment

The full-time faculty members of the school shall work with the vice president for academic affairs in the selection process for a school dean. The vice president for academic affairs will convene and chair a meeting or meetings of the school to discuss qualifications, skills, and level of experience desired in a school dean. Each full-time faculty member within the school is eligible for selection, and only full-time faculty members within the school are eligible to participate in advisory elections. The school and the vice president for academic affairs will also discuss the need to seek a candidate from outside the school or institution.

3. Term

The normal term of appointment shall be for one year, subject to satisfactory performance and administrative structure. Deans may be reappointed, subject to satisfactory performance as determined by the vice president for academic affairs and the president.

4. Duties

The chair is responsible to the members of the school, the vice president for academic affairs, and the president. The responsibilities of the dean will vary from school to school but generally include:

- a. School affairs: developing and accomplishing school missions and objectives within those of the university; conducting school meetings monthly and/or at the request of members of the school, and presiding at those meetings; serving as a consultant to the vice president for academic affairs and the president on the operations of the school; acting as the official representative of the school in presenting reports and recommendations from the school; making recommendations to the vice president for academic affairs concerning the appointment of department chairs; establishing internal communication within the school; arranging for coordination of special school matters, such as organizations, awards, and events; serving on the University Administrative Council.
- b. Academic affairs: monitoring school degree programs and curricula; evaluating and improving programs, curricula, and the quality of instruction; enforcing academic standards; reviewing the school's portion of the university catalog for revisions, additions, deletions; preparing schedules of courses; assisting in departmental, school and institutional accreditation efforts; serving on the Undergraduate Academic Council.
- c. Faculty affairs: recruiting and orienting new faculty members; supporting and encouraging faculty development and professional improvement through the faculty development process; coordinating faculty evaluation and discussing with

each school member that person's professional progress; collecting course syllabi each quarter; recommending faculty contracts to the vice president for academic affairs.

- d. Student affairs: improving the academic environment for students; acting as the academic advisor for students who select school or interdepartmental majors; providing career advising for students; awarding school prizes and scholarships; responding to student grievances and complaints.
- e. Budgetary affairs: preparing annual school budget requests; administering budgetary allocations; assisting in the allocation of faculty and professional development and travel funds; serving on the Academic Budget Committee.
- f. Communication: conveying university policies and actions to the school; representing the school in meetings of the school deans, including bringing pertinent information to the meeting and communicating information back to the school; communicating school programs and activities to the students.
- g. Office/Building management: administering school facilities; hiring, supervising and evaluating staff personnel; establishing file and record systems (faculty, students, courses and academic data); maintaining equipment; requisitioning supplies.
- h. Personal professional performance: providing professional leadership in the school; demonstrating professional competence in teaching and other professional activities.
- i. Counselors to the vice president for academic affairs: acting as advisor, with the other school deans, to the vice president for academic affairs in matters related to the academic activities of the University.

5. **Vacancy**

In the event a school dean resigns, is incapacitated, or is on short-term leave during her/his term of office, the president may appoint an interim chair upon the recommendation of the vice president for academic affairs.

6. **Evaluation**

The vice president for academic affairs will conduct a review of the dean's work each year. Further, upon the written request of a majority of the full-time faculty of the school, or upon the decision of the vice president for academic affairs, a comprehensive evaluation may be conducted at any other time.

C. The Department Chair

Each of the academic departments of the university is led by a department chair who is the academic leader of the department. The reporting lines, appointment, term, and evaluation procedures for department chairs shall be as given below:

1. Supervisor

The immediate supervisor of the department chair is the school dean of the school to which the department is assigned.

2. Appointment

The full-time members of the department shall work with the school dean in the selection process for department chair. The department chair will normally be selected from the current faculty. After appropriate discussion and consideration with the department, the school dean will conduct an advisory election or elections by written ballot. If a candidate receives a majority of the votes cast, the school dean will consider the vote the recommendation of the department and will report that recommendation to the vice president for academic affairs together with the school dean's own recommendation. If no person receives a majority vote, the school dean may recommend a person or persons receiving a plurality of votes. If the vice president for academic affairs accepts the recommendation of the faculty, the vice president for academic affairs will appoint the department chair upon consent of the president of the university. If either the school dean or the vice president for academic affairs does not accept the recommendation of the department, the department will receive notice of such rejection with an explanation of the decision.

3. Term

The normal term of appointment shall be for four years, subject to satisfactory performance and administrative structure. Chairs may be reappointed, subject to satisfactory performance as determined by the school dean and the vice president for academic affairs.

4. Duties

The department chair is responsible to the members of the department, the school dean, the vice president for academic affairs, and the president of the university. The responsibilities in chairing a department will vary from department to department but generally include:

- a. Departmental affairs: developing and accomplishing departmental missions and objectives within those of the university; establishing departmental policies; conducting departmental meetings; establishing internal communication; arranging for coordination of special departmental matters, such as organizations, awards and events.
- b. Academic affairs: determining content of majors and related courses in cooperation with faculty in the department; recommending, after consulting with the school dean and vice president for academic affairs, which existing courses will be offered by the department; recommending learning resource materials for the department, such as books, journals, periodicals, and teaching technologies; reviewing the department's portion of the university catalog for

revisions, additions, deletions; preparing schedules of courses; signing various petitions and documents, such as independent study petitions; evaluating and assessing the quality of departmental programs.

- c. Faculty affairs: recruiting and orienting new faculty members; supporting and encouraging faculty growth and professional development; enforcing faculty responsibilities and protecting faculty rights; coordinating faculty evaluation and discussing with each department member that person's professional progress; collecting course syllabi each quarter; recommending which faculty in the department will teach which courses.
- d. Student affairs: coordinating curricular and career advising of students; awarding departmental prizes and scholarships; responding to student grievances and complaints; keeping major check sheets current.
- e. Budgetary affairs: preparing annual budget requests; administering budgetary allocations.
- f. Communication: conveying university policies and actions to the department; communicating department programs and activities to the students; communicating with prospective students.
- g. Office/Building management: administering department facilities; hiring, supervising and evaluating staff personnel; establishing file and record systems; requisitioning supplies; maintaining equipment.
- h. Personal professional performance: providing professional leadership in the department; demonstrating professional competence in teaching and other professional activities; participating in professional associations.

5. **Vacancy**

In the event a department chair resigns, is incapacitated or is on short-term leave during her/his term of office, the vice president for academic affairs may appoint an interim chair in accordance with the appointment process described above.

6. **Evaluation**

During the fall term of the fourth year of the department chair's term of office, the school dean will conduct a comprehensive evaluation of the work of the department chair. The review will involve all the full-time members of the department and others who may be or should be knowledgeable about the work of the department chair. The evaluation will involve a written instrument, with the results treated as a confidential personnel matter. However, the general results will be transmitted to the faculty members of the department.

A specific result expected from the formal review is a recommendation concerning the continuation of the individual as chair of the department.

Upon the written request of a majority of the full-time faculty members of the department, or upon the decision of the school dean or vice president for academic affairs/academic dean, a formal evaluation may be conducted at a time other than the fall

term of the fourth year of the chair's term of office.

VIII. OTHER FACULTY ADMINISTRATIVE POSITIONS

A. Director of Academic Advising

The director of academic advising is responsible to the Dean of the School of Academic Resources and is responsible for academic advising. Responsibilities include scheduling first year students' classes; planning and implementing freshman orientation; providing support for freshmen, including teaching a section of the University Seminar class; provides forms for adding/dropping courses, changing majors, petitioning for overloads, incompletes, etc.; and is the first step in the withdrawal process. Under the direction of the Admissions/Academic Progress Committee, the director is responsible for students on probation (meeting with them on a regular basis) and recommending that students who aren't making sufficient academic progress be denied enrollment. The director is responsible for the budget and supervision of employees.

B. Director of Academic Support Center

The director of the Academic Support Center is responsible to the Dean of the School of Academic Resources and has responsibility for the Writing Center, study skills instruction (University Seminar and study skills courses); curriculum (development of course content and individual programs); budgeting (responsibility for all expenditures, selection of, and maintenance of equipment and materials, and student employee salaries); supervision of employees (faculty and peer tutors); supervision of the campus peer tutoring program (hiring, supervising, and training peer tutors, and serving as liaison with faculty and peer tutors).

C. Director of Testing

The director of testing is responsible to the Dean of the School of Academic Resources and is responsible for the administration of the ACT examination to those students who have not taken this exam or an equivalent one before registering at the university. The director of testing also administers the COMPASS exam. This person administers the testing instrument for all graduating seniors; administers correspondence course exams for students; and provides information for students regarding graduate exams. The director is responsible for the budget and supervision of employees.

D. Director of Athletics

The director of athletics is responsible to the vice president for academic affairs for the general supervision of the intercollegiate athletic program including:

1. general supervision of the coaching staff and athletic program
2. budget planning
3. serving on the Crusader Athletic Association Executive Board and presenting coaches' recommendations to the members of that board for approval
4. helping coaches in the arranging of athletic schedules and presenting them to the faculty Athletic Council for approval
5. approving contracts for contests
6. coordinating with coaches all team travel
7. supervising sports banquets

8. giving general supervision to eligibility of students as required by the National Association of Intercollegiate Athletics and the National Collegiate Athletic Association.
9. working with sports information director to develop public relations in all sports
10. maintaining close contact and good relations with various publics at all times
11. meeting with various community organizations and discussing athletics and stimulating interest in the school's program
12. giving close supervision to special projects and budgets of the same
13. working for coaching staff improvement through staff meetings and individual conferences
14. attending national, area, district, and conference meetings.

E. Director of Career Center

The director of the career center is responsible to the Dean of the School of Academic Resources and is responsible for providing and assisting students in the areas of career exploration and career opportunities. This person offers the Career Course and plans and executes Career Week; provides professional career counseling; maintains a computer guidance system and resource library of career information; maintains on/off campus employment listings; hosts on-campus interviews with employers; provides group and individual assistance in the development of job hunting and interviewing skills; and assists graduating students in maintaining and sending out placement credential files. The director is responsible for the budget and supervision of employees.

F. Director of Information Services

The director of Information Services is responsible to the Dean of the School of Academic Resources and has the responsibility for supervising the management, coordination, budgeting, long-range planning, as well as day to day operations in the areas listed below:

1. **Campus Computing**
 - a. Academic Computing
 - b. CX Information System
 - c. Campus Computer Network
 - d. Computer Repair Pool
 - e. Computer Help Desk
 - f. Internet Activities
 - g. NNU World Wide Web deployment

2. Campus Telephones and Telecommunications

- a. PBX Switch
- b. Voice Mail System
- c. Local Dial-tone services
- d. Long Distance Service
- e. Cellular Telephone Services

The director of Information Services supervises personnel in areas listed above. The director assists in the establishment of institutional technology guidelines and plans for the development, utilization, and dissemination of information technology on campus. The director is the resource person responsible for the supervision of all campus computer equipment and software and all purchases of equipment and/or software must be approved by the director.

G. Director of Library Services

The director of Library Services is responsible to the Dean of the School of Academic Resources and has responsibility for the management, long-range planning, and day to day operations of the library. Responsibilities include oversight of library faculty, staff, and student assistants; preparation and administration of library budgets; and the development and maintenance of library facilities, collections, resources, and services.

H. Director of Media Services

The director of Media Services is responsible to the Dean of the School of Academic Resources and has the responsibility for the management, budgeting, long range planning, as well as day to day operations of the following areas: campus media services, campus print shop, and all-campus copy machines. The director of Media Services supervises personnel in these areas and serves as a campus resource person for educational media and technology on campus.

I. Registrar

The registrar is responsible to the Dean of the School of Academic Resources and has responsibility for obtaining and maintaining all student academic records, and prepares for and implements student class registration. Specific responsibilities include recording permanent academic records; preparing interim audit sheets of credits completed; reporting progress toward completion of general education requirements; preparing summaries of progress toward completion of major and minor requirements; preparing grade summary records; merging all student records into the administrative computer system; providing faculty with class rolls; issues and receives grade reports at midterm and at the end of the term; certifying student GPA for all students involved in athletic events, forensics competition, student government, etc.; and providing information to senior students regarding their progress toward graduation. The registrar provides certification for Veterans Administration benefits; prepares necessary documents for students seeking professional certification in education, social work, etc.; and maintains and provides records for students obtaining Social Security benefits; and certifies records for students obtaining loans from a variety of agencies. The registrar publishes the annual Course Announcement Bulletin; edits the University Catalog; prepares pre-registration materials and implements pre-registration; and prepares and issues university transcripts. The registrar is responsible for the budget and supervision of employees.

J. Director of Student Teaching and Teacher Placement

The director of student teaching and teacher placement arranges and coordinates sites for all student teachers, and obtains field placements for experiences associated with the various classes that prepare teachers in the local school districts. The director works with school district administration, principals, and supervising teachers to assure quality supervision and assessment of the student teaching experience. The student teaching seminar and Level II screening, admission to methods and student teaching, are responsibilities of this individual. The director is responsible to oversee the preparation and distribution of the placement files for individuals successfully completing the program. A newsletter listing openings is prepared and distributed from this office. The director is responsible for administration of the budget and is responsible to the Director of Teacher Education.

K. Director of Teacher Education

The director of teacher education is responsible to the Dean of the School of Applied Studies and shall have the general responsibility for the teacher education program. This responsibility includes working with the budget; working with departments across campus to assure that students graduating with recommendations for certification will meet certification standards for their area of endorsement; working with the State Department of Education, local school districts, and individual educators to assure that the teacher education program is meeting the needs of the profession; working with educational accrediting agencies and coordinating the preparation of self-study reports to maintain program accreditation; collaborating with other institutions preparing teachers in order to benefit from cooperative programs; and bringing information to the Teacher Education Council and recommending appropriate program changes. The director of teacher education is to serve as the primary liaison between the teacher education program at NNU and the university, the profession, the community, and the Church of the Nazarene.

L. Director of the Wesley Center for Applied Theology

The director is appointed by and serves at the pleasure of the President of the University. The director is administratively responsible to the Dean of the School of Applied Studies and has the general and fiscal responsibility for the development and effectiveness of the Center.

IX. FACULTY ADVISERS TO STUDENT GROUPS

A. Selection and Notification

1. Faculty members should give their consent to serve before they are chosen, and they should be notified as soon as possible that they have been chosen.
 - a. Advisers of other student organizations such as departmental clubs, will be the department chair or program head or someone appointed by him/her.
2. Others are selected by the student groups.

B. Restrictions

1. Certain faculty members may be excused from official advisory positions for administrative reasons such as holding a position that obligates them to the entire student body, or extra heavy obligations on some priority task. (Examples are the vice president for academic affairs, vice president for financial affairs, and the members of the Student Life Executive Committee.)
2. At least three years must elapse before a faculty member can be chosen again as adviser for the same university class. An adviser may stay with the same group of students as it moves toward graduation; if a faculty member is freshman adviser one year, for example, that person cannot be freshman adviser again until four years later.

C. Suggested Responsibilities for the Sponsor

1. The sponsor is an ex officio member of the group and of the executive council.
2. The sponsor is to attend the meetings of the group as well as the meetings of the executive council.
3. The role of the sponsor
 - a. To assist the formulation and preservation of organizational records, such as constitution, minutes, financial reports and anecdotal materials
 - b. To assist in the formulation of specific objectives for the group's existence
 - c. To be present at all meetings or to provide competent leadership
 - d. To serve as representative and interpreter of the university's academic, social and spiritual convictions
 - e. To guard democratic procedure and feeling among the students
 - f. To encourage the participation of as many members as possible for the development of individual personalities and qualities
 - g. To maintain a wholesome balance of curricular and co-curricular activities
4. All advisers should remember that advisory responsibilities are significant.