
University Faculty Handbook

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Preface

This University Faculty Handbook (Handbook) is not a contract and shall in no event be construed as such. This Handbook is a compendium of policies, procedures, practices, and guidelines pertaining to, among other things, rights and responsibilities, appointments, promotions, grievance procedures, and benefits for faculty of A.T. Still University of Health Sciences. Many policies and procedures contained in this Handbook are also found in the [ATSU Policies Manual](#) (on the ATSU portal at the [Human Resources home page](#)).

Policies and procedures pertaining to faculty function may change from time to time, and efforts are made to include in this Handbook current and relevant policies and procedures. However, the [ATSU Policies Manual](#) is the definitive source of all operating policies relating to faculty, and faculty are bound by the then current [ATSU Policies Manual](#). In the event there are inconsistencies between the [ATSU Policies Manual](#) and this Handbook, the [ATSU Policies Manual](#) shall govern. The most current version of the ATSU Faculty Handbook is available on the ATSU portal.

References will be made in this Handbook to the [ATSU Policies Manual](#), [University Catalog](#), [University Student Handbook](#), and other documents as they provide additional details that lend clarity to topics of concern.

In addition to the University Faculty Handbook, each school/college has its own internal rules, procedures, and policies that are outlined in each college's/school's faculty handbook (Appendices A-F). The school/college faculty handbooks may supplement, but do not supersede or replace, policies and procedures outlined in this University Faculty Handbook.

Changes to this Handbook are made by the faculty through the University Faculty Senate, presented to the senior vice president–academic affairs, vice president & general counsel, and president for approval. Procedures for revision are covered in Chapter 6.

ACKNOWLEDGMENT

I have read in its entirety, the ATSU Faculty Handbook (“Handbook”) which outlines the University’s policies, practices, guidelines, and benefits. I understand provisions of the Handbook, and I will do my best to abide by and uphold them. I understand information contained in this Handbook is set out in greater detail in the [University Policies Manual](#), the contents of which I have access to at any time on the ATSU portal.

I understand information contained in the Handbook is subject to change at the University’s discretion, without notice to employees, and such changes supersede, modify, or eliminate any or all of the policies and benefits summarized in the Handbook.

I further understand policies, practices, guidelines, and benefits contained in the Handbook do not constitute an employment contract between the University and the employee or imply existence of any contractual or other rights. I also understand nothing in any other electronic data or materials or written materials disseminated by or for the University, and nothing in any statement or actions by or on behalf of one of the University’s representatives, constitutes an employment contract between the University and myself or implies the existence of any contractual rights.

If I sign a separate written employment contract with the University, I understand and acknowledge such contract governs my employment with the University, but the policies and benefits in the Handbook, or as later modified also apply to me.

By signing below, I acknowledge I have read this acknowledgement and I fully understand the employment relationship as described above. In addition, I will abide by the ATSU mission and vision statements.

Employee Signature

Print Name

Date

Please return this signed acknowledgement to ATSU human resources.

Chapter 1: About A.T. Still University of Health Sciences

Colleges and Schools

- Kirksville College of Osteopathic Medicine, est. 1892
- Arizona School of Health Sciences, est. 1995
- College of Graduate Health Studies, est. 1999
- Arizona School of Dentistry & Oral Health, est. 2003
- School of Osteopathic Medicine in Arizona, est. 2006
- Missouri School of Dentistry & Oral Health, est. 2012

For more information on individual colleges and schools, please refer to Appendices A-F.

ATSU Mission

A.T. Still University of Health Sciences serves as a learning-centered university dedicated to preparing highly competent professionals through innovative academic programs with a commitment to continue its osteopathic heritage and focus on whole person healthcare, scholarship, community health, interprofessional education, diversity, and underserved populations.

ATSU Vision

To be the preeminent University for health professions

- Leading innovator in health professions education
- Superior students and graduates who exemplify and support the University's mission
- Osteopathic philosophy demonstrated and integrated
- Pioneering contributions to healthcare education, knowledge, and practice

ATSU Core Institutional Values

- Innovation
- Whole person healthcare
- Scholarship
- Leadership in community health
- Diversity

ATSU Core Professional Attributes

- Critical thinking
- Cultural proficiency
- Interprofessional collaboration
- Interpersonal skills
- Social responsibility

2016-2020 Strategic Plan Themes

- Educational Excellence: Advancing our role as a leader in academic innovation, interprofessional education, and whole person and whole community healthcare.
- Continued Commitment to Scholarly Activity: Contributing to knowledge, healthcare professions, and society.

- Cultural Proficiency, Diversity, and Inclusion: Preparing our University and healthcare professionals for America’s changing demographics.
- New and Expanded Partnerships: Furthering our mission and vision with strategically aligned partners.
- Effective Branding and Marketing: Letting the world know who we are and what ATSU offers.
- Fiscal Health, Affordability, and Compliance: Delivering on our mission and vision through best practices and capacity building.

University History – Description

(See Appendices A-F for individual school/college history – description.)

A.T. Still University of Health Sciences, established by Andrew Taylor Still, DO, in 1892, began as the founding college of osteopathic medicine. ATSU has grown from a single-discipline school on one campus in Kirksville, Missouri, to a multidiscipline health sciences university with six schools offering 23 health profession programs on two campuses in Kirksville and Mesa, Arizona, as well as a virtual campus.

For over 125 years, ATSU has instilled within students the compassion, experience, and knowledge required to address the whole person and shape healthcare in communities where needs are greatest. Inspired to influence whole person healthcare – body, mind, and spirit – ATSU graduates contribute to the future of integrated care while also leading in the communities they serve.

ATSU’s first school, the Kirksville College of Osteopathic Medicine (KCOM), is the founding college of osteopathic medicine. In 1995, the Arizona School of Health Sciences (ASHS) was added, creating a second campus in Arizona. The online School of Health Management was established in 1999 on the Missouri campus, followed by the Arizona School of Dentistry & Oral Health (ASDOH) in 2003 and the School of Osteopathic Medicine in Arizona (SOMA) in 2006 – both on the Arizona campus. ATSU’s sixth school, the Missouri School of Dentistry & Oral Health (MOSDOH), was established in 2012 on the Missouri campus. In 2014, the School of Health Management was renamed the College of Graduate Health Studies as ATSU combined all non-discipline specific online health studies programs within a single entity.

Accreditation

(See Appendices A-F for individual school/college accreditation.)

ATSU is accredited by the Higher Learning Commission.

Higher Learning Commission
 230 S. LaSalle Street, Suite 7-500
 Chicago, IL 60604
 Ph: 800.621.7440
<https://www.hlcommission.org/>

University Governance

(See Appendices A-F for individual school/college governance and organizational charts.)

A.T. Still University is incorporated under the laws of the state of Missouri as a private, not-for-profit 501(c)(3) corporation. The Board of Trustees is the governing body and has control of the property and affairs of the University and exercises that control through the establishment of policies for the direction of the executive officer (i.e., president) in managing the affairs of the University.

The president of ATSU is the chief executive officer of the University and manages the affairs of the University in accordance with policies determined by the Board of Trustees.

The senior vice president—academic affairs is the chief academic officer of the university, and reports to the president, provides leadership for all academic programs across the University. S/he works closely with the respective deans to ensure excellence of ATSU’s educational programs.

The dean has day-to-day responsibility for the management, direction, and supervision of all faculty members and students, including planning, development, and administration of curriculum, and co-curricular activities.

The dean delegates to vice/associate/assistant deans responsibility to oversee academic activities of individual faculty members.

The unique organizational structure of each school/college is described in each school’s handbook. All faculty members should be made aware of the organizational structure of their school, and each faculty member is entitled to an annual review from his/her supervisor in that structure.

University Faculty Senate

(See Appendices A-F for individual school/college faculty governing bodies.)

The ATSU University Faculty Senate is composed of two senators from each school/college within ATSU. Each senator is elected by faculty members of their respective school/college, according to specifications of the University Faculty Senate Constitution. The University Faculty Senate addresses issues of relevance to the entire faculty.

(See Appendix G for University Faculty Senate Constitution and Bylaws.)

Diversity Statement

A.T. Still University strives to create a culturally rich community which embraces all forms of differences, including but not limited to race, ethnicity, gender, disability, sexual orientation, origin of birth, age, religious beliefs, political beliefs, socio-economic status, physical characteristics, military service, title, academic background, and professional experiences. Inherent in ATSU’s mission is the belief excellence is inclusive—academic and intellectual, physical and physiological, cultural and social, spiritual and moral.

We believe these attributes are expressed in our acceptance of difference, and our collective appreciation provided by these differences guides us in the development of a campus community reflective of the global community of which we are all a part.

An authentic understanding and appreciation of difference are foundational to reaching cultural proficiency, which, at its core, is based upon the value each human being brings to our society and each person’s access and opportunities to contribute to our University’s cultural proficiency. The strength of our campus community as well as the potential of the global community is realized through this same understanding, affirmation, and value of human difference.

NOTICE OF NONDISCRIMINATION

(ATSU Policy No. 90-210: *Prohibition of Discrimination, Harassment, and Retaliation*)

ATSU does not discriminate on the basis of race, color, religion, ethnicity, national origin, sex (including pregnancy), gender, sexual orientation, gender identity, age, disability, or veteran status in admission or access to, or treatment or employment in its programs and activities. Dating violence, domestic violence, sexual assault (e.g., non-consensual sexual contact/intercourse), stalking, harassment, and retaliation are forms of discrimination prohibited by ATSU.

Any person who witnesses or has knowledge of incidents of discrimination, harassment, retaliation, or any other situation prohibited by this policy should report such information to the persons listed in this general order. All reporting parties are protected from adverse action or retaliation under the provisions of this policy and by ATSU Policy No. 10-216: *Whistleblower*. Good faith reports, even if erroneous, will not result in punitive action. Deliberately false and/or malicious accusations of harassment are just as serious an offense as harassment and will be subject to appropriate disciplinary action.

To report violations of ATSU's nondiscrimination policies, request information, or for assistance filing a police report, contact the following persons:

Employees, members of the public,
or beneficiaries should contact:

Arizona Campus

Tonya Fitch
Director of Human Resources
Deputy Title IX Coordinator
5850 East Still Circle
Mesa, AZ 85206-3618
480.219.6007
tfitch@atsu.edu

Missouri Campus

Donna Brown
Assistant Vice President of Human Resources
Deputy Title IX Coordinator
800 West Jefferson Street
Kirksville, Missouri 63501
660.626.2790
dbrown@atsu.edu

Students should contact:

Arizona Campus

Beth Poppre
Associate Vice President for Student Affairs
Deputy Title IX Coordinator
5850 E. Still Circle
Mesa, Arizona 85206-3618
480.219.6026
bpoppre@atsu.edu

Missouri Campus

Lori Haxton
Vice President for Student Affairs
Deputy Title IX Coordinator
800 West Jefferson Street
Kirksville, Missouri 63501
660.626.2236
lhaxton@atsu.edu

Alternately, discrimination complaints, reports, or questions may be directed to the ATSU Title IX Coordinator:

Joe Vincent
Title IX Coordinator
800 West Jefferson Street
Kirksville, MO 63501
660.626.2113

titleix@atsu.edu

ATSU Campus Security (<http://www.atsu.edu/security>)

Arizona campus:

Emergency – 911 (off-campus)
Emergency – 911 (on-campus)
Security Office – *7 (on-campus)
Non-Emergency Security – 480.341.9075
660.349.9513
Mesa Police Department – 480.644.2211, opt. 2

Missouri campus:

Emergency – 911 (off campus)
Emergency – 9-911 (on-campus)
Security Office – 33 (on-campus)
Non-Emergency Security – 660.626.2380 /
660.785.6945
Kirksville Police Department – 660.785.6945

On-campus confidential resources are available for students through:

ATSU Counseling Services (http://www.atsu.edu/counseling_services)

Arizona campus – Art Matthews, 480.219.6170, amatthews@atsu.edu
Missouri campus – Thom Van Vleck, 660.626.2424, tvanvleck@atsu.edu

To anonymously and confidentially report situations or behavior prohibited by this policy, call the 24-hour service at 1-855-FRAUD-HL or use our secure online reporting form at <http://www.fraudhl.com>. Reference Company ID (“ATSU”) when making a report.

Off-campus counseling and victim support are available through:

National Sexual Assault Hotline – 800.656.4673
Victim Support Services, Inc. (Missouri) – 660.665.1617
Mesa Victim Services Unit (Arizona) – 480.644.4075

Complaints regarding potential violations of Title IX, the Clery Act, or Title VII may be directed to:

Title IX and Clery Act:

U.S. Department of Education
One Petticoat Lane
1010 Walnut Street, Suite 320
Kansas City, MO 64106
816.268.0550
816.268.0559 fax
ocr.kansascity@ed.gov

Title VII:

U.S. Equal Employment Opportunity Commission
Robert A. Young Federal Building
1222 Spruce Street, Room 8.100
St. Louis, MO 63103
800.669.4000
314.539.7894 fax
800.669.6820 TTY

A. Anti-Harassment

1. Prohibited conduct includes unwelcome conduct, whether verbal, non-verbal, physical, or visual, that is based on or relates to an individual's race, color, religion, ethnicity, national origin, sex (including pregnancy), gender, sexual orientation, gender identity, age, disability, veteran status, or any other status protected by applicable law, and
 - a. Has the effect of creating a hostile environment;
 - b. Has the effect of unreasonably interfering with an individual's work or student's performance;
or
 - c. Otherwise adversely affects an individual's employment or education opportunities.
2. A hostile environment is any situation in which there is harassing conduct sufficiently severe, pervasive, or objectively offensive to alter the conditions of employment or limit, interfere with,

or deny educational benefits or opportunities, from both a subjective (the alleged victim's) and an objective (a reasonable person standard) viewpoint.

3. The determination of whether an environment is "hostile" will be based upon the circumstances, including:
 - a. Frequency of the conduct;
 - b. Nature and severity of the conduct;
 - c. Whether the conduct was physically threatening;
 - d. Whether the conduct was humiliating;
 - e. Effect of the conduct on the alleged victim's mental or emotional state;
 - f. Whether the conduct was directed at more than one person;
 - g. Whether the conduct arose in the context of other discriminatory conduct;
 - h. Whether the conduct unreasonably interfered with the alleged victim's educational or work performance;
 - i. Whether the statement is an utterance of an epithet which engenders offense in an employee or student, or offends by mere discourtesy or rudeness;
 - j. Whether the speech or conduct deserves the protections of academic freedom or the First Amendment of the U.S. Constitution.
4. Examples of prohibited conduct include but are not limited to: jokes, epithets, slurs, insults, negative stereotyping, written or graphic material (including emails), or any threatening or intimidating acts, that denigrate or show hostility toward an individual and relate to race, color, religion, ethnicity, national origin, sex (including pregnancy), gender, sexual orientation, gender identity, age, disability, veteran status, or any other status protected by applicable law.
5. Prohibited behavior also includes any unwelcome behavior of a sexual nature such as sexual advances and propositions; requests for sexual favors; sexual jokes, comments, suggestions, or innuendo; foul or obscene gestures or language; display of foul, obscene, or offensive printed or visual material; unwelcome physical contact of a sexual nature, such as bodily contact with the breast, groin, or buttocks; patting, pinching, hugging, or brushing against another individual's body; and any other unwelcome verbal, non-verbal, physical or visual conduct of a sexual nature where:
 - a. Submission to such conduct is an explicit or implicit condition of employment or education; or
 - b. Submission to or rejection of such conduct is used as a basis for employment-related or academic-related decisions such as a promotion, discharge, performance evaluation, pay adjustment, discipline, work assignment, or any other condition of employment or career development or academic development; or
 - c. Such conduct has the effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, abusive, or offensive working or educational environment.
6. Non-consensual sexual contact and non-consensual sexual intercourse are explicitly prohibited by this policy.
 - a. Non-consensual sexual contact is any unwelcome intentional sexual touching, however slight, with any object, by a man or woman upon a man or woman.
 - b. Non-consensual sexual intercourse is any unwelcome sexual intercourse, however slight, with any object, by a man or woman upon a man or woman, without consent and/or by force.
 - c. Consent is clear, knowing, and voluntary. It may be given by words or actions, but silence itself cannot be interpreted as consent. Consensual words or actions create mutually understood, clear permission regarding willingness to engage in sexual activity.

- d. Force is the use of physical violence and/or imposing on someone physically to gain sexual access. Force also includes threats, intimidation, and coercion that overcome resistance or produce consent.
 - e. Sexual activity with someone whom one knows to be, or based on the circumstances should reasonably have known to be, mentally or physically incapacitated constitutes a violation of this policy.
7. This policy applies universally to all University employees and students in their dealings with each other and to all University employees and students in their dealings with third parties. Any University employee or student who violates this policy will be subject to corrective action up to and including termination or dismissal. University employees or students may be disciplined, up to and including termination or dismissal, for engaging in behavior disrespectful, disruptive, or otherwise prohibited by this policy, regardless of whether such behavior constitutes harassment prohibited by law.
- B. Discrimination, harassment, and retaliation grievance procedures
- 1. Any individual who feels s/he has witnessed or experienced behavior prohibited by this policy, or who has questions, concerns, or information regarding violations of this policy, should immediately report the circumstance(s) or incident(s) to his/her supervisor or one of the contact persons described in this policy.
 - 2. Upon receipt of a report of discrimination, harassment, or retaliation, the University will conduct a prompt, thorough, and impartial investigation, evaluating all relevant information and documentation relating to the report.
 - a. If a report is made, an ATSU investigator will meet with the reporting party to discuss allegations and/or circumstances. Objectives of this initial meeting will be to reduce the report to writing, stop the harassment, prevent its recurrence, and take steps to remedy its effects in the interim.
 - b. If, following this meeting, it is determined no potential policy violations exist, the investigator will produce a report stating such conclusion, including all elements of the initial meeting and interim remedial steps taken.
 - c. Interim remedial steps may include course or work adjustments, no contacts orders, temporary suspension of the alleged perpetrator, or any other reasonable measure to facilitate the end and prevention of harassment.
 - d. If, after an initial meeting between an ATSU investigator and a reporting party, it is determined any part of this policy may have been violated, a full investigation will be conducted. Investigators will be appropriately trained and will not have a conflict of interest or bias against the reporting party or respondent. Such investigation will be concluded promptly, typically within ten (10) business days of the receipt of the report by the appropriate personnel. Investigations may, however, take longer based on a number of factors and variables, such as: the nature and detail of the notice received, complexity of the investigation, and cooperation level of the parties and witnesses. In almost all cases, investigations will be completed within sixty (60) business days, though this timeline may be extended for appropriate cause as determined by the investigator.
 - e. Parties will be regularly updated as to the projected timeline for completion of the investigation. During the process, the reporting party and respondent will be given timely notice of any meetings at which either or both may be present, and will have equal opportunity to present witnesses, provide evidence, and have others present, including an advisor of their choice. Reporting party, respondent, and appropriate officials will be given timely and equal access to information to be used during informal and formal disciplinary meetings and hearings.

- f. Investigators use “preponderance of evidence” (more likely than not) standard when determining whether or not there is a violation.
- g. Simultaneous written notice to the parties describing findings of the investigation, including determination of responsibility and sanctions, and available appeal procedures, will occur within five (5) business days of the completion of the investigation.
 - 1. Sanctions for employees may include a disciplinary warning to be added to the employee’s permanent file, probation, suspension with or without pay, and/or termination.
 - 2. Sanctions for students may include reprimand, a disciplinary warning to be added to the student’s permanent file, probation, suspension, and/or dismissal.
- h. Parties will have the right to appeal within five (5) business days of receiving the findings. If the appeal is not timely or substantively eligible, the original findings and sanctions will stand, and the decision will be final. The party requesting the appeal must show error as the original findings and sanctions are presumed to have been decided reasonably and appropriately. The only grounds for appeal are:
 - 1. A procedural (or substantive) error significantly impacting the outcome of the hearing (e.g., substantiated bias, material deviation from established procedures).
 - 2. To consider new evidence, unavailable during the original hearing or investigation, which could substantially impact the original findings or sanctions. A summary of this new evidence and its potential impact must be included.
 - 3. Sanctions imposed are substantially disproportionate to those previously imposed for similar violations. Right to appeal under this provision is for the responding party only. No other party has the right to appeal sanctions.
- i. Appeals must be submitted for review to the Title IX coordinator to determine standing. Appeals with standing will be forwarded to the ATSU Equity Grievance Pool (EGP).
- j. Upon receipt of a written appeal, an appellate panel consisting of three (3) members of the EGP will be selected to rule on the appeal.
 - 1. EGP members are appointed by the ATSU president.
 - 2. EGP members include the Title IX administration team, two (2) faculty members nominated by University Faculty Senate and two (2) staff members nominated by University Staff Council.
 - 3. Whenever feasible, at least one member of the EGP will complement the institutional status of the appealing party (i.e., the panel will have at least one faculty member if the appealing party is a faculty member).
- k. The appellate panel will rule on the appeal within fifteen (15) business days. Any extension of time beyond fifteen (15) business days will be communicated to both parties along with an updated timeframe for the ruling.
- l. Any sanctions imposed at the conclusion of an investigation will remain in effect during the appeals process.
- m. In the event an appeal is upheld by the appellate panel, the panel’s report will be submitted to the investigators for redetermination based on the panel’s findings. Written notice to the parties describing revised findings of the investigation, including determination of responsibility and sanctions, will occur within five (5) business days of receipt of the appellate panel report.

C. Anti-retaliation

- 1. The University will not retaliate against, nor permit retaliation against, any individual who opposes discrimination or harassment, makes a complaint of discrimination or harassment, and/or participates or cooperates in a discrimination or harassment investigation, proceeding, or hearing.

2. Examples of retaliation:
 - a. After a whistleblowing incident, an employee may suddenly find herself being assigned to different duties or even moved into a different position. The new role often involves duties below the employee's capabilities or even demeaning in nature. The supervisor may make the new role as difficult as possible by harshly critiquing results or implementing unreasonable time constraints for completing projects. The supervisor may also limit access to resources the employee needs to complete his/her assigned tasks.
 - b. Employers may retaliate by excluding the employee from normal activities, attempting to create a sense of isolation. A supervisor may refuse to invite the employee to an important meeting or a social activity such as a group luncheon or outing. S/he may also exclude the employee from training sessions that could enhance the employee's job performance or opportunity for advancement. Exclusion can occur by relocating the employee to an area where s/he has little contact with other workers.
- D. Amnesty for drug/alcohol possession and consumption violations
 1. ATSU strongly encourages students and employees to report potential violations of this policy. Therefore, good faith reporters to appropriate authorities regarding potential violations will not face University disciplinary action for their own drug/alcohol possession or consumption in connection with the reported incident.
 2. Amnesty for persons making a report in good faith does not include substance abuse counseling and/or rehabilitation which may be necessary for employees or students with clinical responsibilities or patient contact.

RESPONSIBILITY

- A. The assistant vice president of human resources and the director of human resources are responsible for responding to and monitoring all complaints of discrimination, harassment, or retaliation from employees.
- B. The vice president for student affairs and the associate vice president for student affairs are responsible for responding to and monitoring all complaints of discrimination, harassment, or retaliation from students, members of the public, or beneficiaries.
- C. The Title IX coordinator is responsible for all sex- and gender-based harassment and discrimination awareness, prevention, training, monitoring, reporting, investigation, and resolution at ATSU.

Chapter 2: Faculty Recruitment, Appointment & Promotion

Recruitment and Initial Appointment

Recruitment of faculty shall be conducted in full compliance with ATSU's Equal Employment Opportunity Policy (ATSU Policy No. [90-101: Equal Employment Opportunity](#)) and other applicable statutory laws and regulations. All recruitment will be done in conjunction with Department of Human Resources and appropriate school/college dean's office.

Recruitment of new faculty members is the responsibility of the dean working in conjunction with the supervisor in the area/department where the vacancy exists. Recruitment of faculty shall be coordinated by the appropriate supervisor with assistance from faculty and ATSU human resources. Requests for filling faculty vacancies must designate the requested rank and salary range.

After completion of interviews, review of references, licensure and background check, the appropriate supervisor shall forward his/her nomination(s) for hire with the proposed academic rank and credit towards tenure (if applicable) to the dean, who seeks approval from the senior vice president-academic affairs. The dean should request the school/college specific promotion (and tenure) committee to review the proposed academic rank and credit towards tenure (if applicable).

Patient and/or Animal Care Positions

All new employees at ATSU clinics will receive a tuberculin skin test or interferon gamma release assay test at no charge to the employee. Employees at all ATSU clinics must be immunized against the following transmittable diseases: measles, mumps, rubella, hepatitis B, varicella, tuberculosis, influenza, diphtheria, tetanus, and pertussis.

Animal care employees may be required by ATSU to undergo a physical examination. Continued employment is contingent upon the results of the physical exam. The examination is necessary to ensure safety and verify ability to perform essential job-related functions. The physical will be performed at no charge and will be repeated annually.

Employees who have potential exposure to bloodborne pathogens will be required to complete bloodborne pathogens training and will be offered the hepatitis B vaccination free of charge. Please refer to ATSU Policy No. [30-100: NeedleStick/Bloodborne Pathogens](#) and ATSU Policy [95-107: Disease Exposure Prevention and Control Plan](#) for details.

At any time, an employee may be required to submit to a physical examination at the discretion of the administration and/or supervisor. Proof of immunization records may be required as well.

Faculty Contracts (Effective 9/27/16)

Stability and productivity of the University's academic programs are fostered through a long-term mutual commitment between ATSU and faculty members who work professionally to fulfill the University's mission. Continuing multiyear contracts help strengthen this relationship.

The fundamental purpose of continuing multiyear contracts is to demonstrate to faculty they are valued. Continuing multiyear contracts also provide a measure of stability to productive faculty at ATSU while

strengthening the University's capability to attract and retain superior teachers and scholars as full-time faculty members.

Policies herein apply to all individuals who possess a full-time faculty appointment or are considered full-time faculty employees at ATSU (.75 FTE and above). Said appointment may involve a portion devoted to administrative duties specified within the individual's contract. Policies herein do not apply to individuals who possess full-time administrative appointments, are in grant-generated positions, or faculty members at the rank of "instructor."

Upon initial hire, all individuals employed as full-time faculty at ATSU will be extended contracts containing an end date. The president has final authority regarding faculty employment offers at ATSU. Salary and startup package will be negotiated with the dean(s) of the college/school to which the faculty candidate is appointed, and the candidate's supervisor(s)/department chair(s) before the offer is finalized.

Contracts for full-time assistant professors, associate professors, and professors will be three years in length. (Faculty with contracts longer than three years at the time of the implementation of this policy—such as tenured ASHS faculty—will have their current contracts honored per the college/school specific faculty handbook.)

A faculty member will be given at least twelve months' written notice regarding renewal or non-renewal of his/her contract. A faculty member issued a three-year contract will be formally reviewed by her/his supervisor before the end of each contractual year. Supervisor's review will be in writing and must be signed and dated by the supervisor and faculty member being evaluated. If the first-year supervisor review is satisfactory and accepted by the dean, the faculty member will be provided with a new three-year contract incorporating the last two years of the current contract with an additional contract year.

If at the end of the first contract year the supervisor's evaluation determines the faculty member's performance is unsatisfactory, the faculty member must be given a reason explaining the supervisor's evaluation. Deficiencies and reasons for non-renewal must be documented in writing and signed by both supervisor and faculty member. **Only** reasons listed in the "Reasons for Non-renewal of Faculty Contracts" section of this document will be considered legitimate reasons for non-renewal of a faculty member's contract. The supervisor must then work with the faculty member to develop a remediation plan to remedy noted deficiencies that must be completed prior to the next year's evaluation. The faculty member must be provided with the necessary support and resources to reasonably accomplish the remediation plan prior to the next evaluation. During this time, the faculty member will continue working under his/her current contract.

At the end of the second contract year, a faculty member will again be reviewed by her/his supervisor. If deficiencies or reason(s) for unsatisfactory performance identified in the remediation plan have been remediated to the satisfaction of the faculty member's supervisor, the supervisor will recommend the faculty member, at the end of the second contract year, be extended a new three-year contract incorporating the last year of the current contract with two additional contract years. If, however, at the end of the second contract year the faculty member has been unsuccessful in completing the remediation plan and/or in substantially correcting deficiencies noted at the time of the previous year's evaluation (above), the faculty member will be given feedback concerning his/her unsuccessful completion of the remediation plan. The supervisor's written feedback will be given to the faculty member, the dean, and the senior vice president—academic affairs (SVPAA). The faculty member may accept the supervisor's feedback in which case the faculty member's current contract will remain valid and in force until the expiration date contained therein.

In the event the faculty member meets his/her expectations during the contract's third year (after not meeting expectations in years one and two), the faculty member's supervisor reserves the right to recommend a new probationary one-year contract, pending approval of the faculty member's dean, the SVPAA, and the president. If the faculty member then meets or exceeds his/her performance expectations during the probationary contract, s/he will be offered a new three-year contract.

Appeals Process

The faculty member may appeal the merits of any supervisor evaluation and/or remediation plan following the appeal process described below. A successful appeal will result in the faculty member being issued a new three-year contract encompassing the time remaining on the current contract. However, if the appeal is unsuccessful, the faculty member will not be issued a new three-year contract. The current contract will remain valid and in force until its expiration or is terminated as provided in the contract.

Two pathways exist for faculty appeal:

1. The faculty member has the option of appealing directly to his/her respective dean (or SVPAA if a dean is the direct supervisor) and must exercise such right in writing within 10 business days after receiving the written evaluation and/or remediation plan. Based upon merits of the appeal, the dean (or SVPAA if a dean is the direct supervisor) may either support or change the supervisor's recommendation and/or remediation plan. The decision of a dean may be appealed in writing to the SVPAA who will review all pertinent material and whose decision in this matter is final.
2. Alternatively, the faculty member has the option of appealing to a peer review panel chosen by the ATSU faculty senate chair that will consist of three full-time faculty (at least one must be from the respective college/school, at least one with the same rank or higher, and at least one from another ATSU college/school). Based upon merits of the appeal, the peer review panel may either agree or disagree with the supervisor's evaluation or remediation plan. Panel recommendation (with rationale) will be passed along to the respective dean (or SVPAA if a dean is the direct supervisor). The dean (or SVPAA if a dean is the direct supervisor) will consider merits of the appeal and panel recommendation and may either support or change the supervisor's evaluation and/or remediation plan. The decision of a dean may be appealed in writing to the SVPAA who will review all pertinent material and whose decision in this matter is final.

Reasons for Non-renewal of Faculty Contracts

Faculty contracts specify performance expectations for each faculty member. The faculty member's supervisor must provide a written annual evaluation of each faculty member and identify in writing with documentation any deficiencies in said faculty member's performance. The following reasons may also lead to non-renewal of a three-year contract. No other reasons for non-renewal of faculty contracts will be considered as grounds for non-renewal.

- Voluntary resignation or retirement;
- Failure to perform duties generally associated with the faculty member's current academic rank as assigned by his/her supervisor(s);
- Incompetence in fulfilling reasonable professional expectations for his/her given field of training. The term "incompetence" refers to failure, after relevant, targeted developmental opportunities and support have been provided to:
 1. perform required faculty duties as described in faculty member's contract and appointment letter; or

2. meet relevant department(s)/program(s) written standards and criteria for acceptable faculty performance; or
 3. meet expectations associated with faculty member's specific assignment within his/her department(s)/program(s) as delineated in his/her appointment letter or other written agreement with the faculty member. Subject to the Family and Medical Leave Act (FMLA) regulations, there is a prolonged absence (greater than 12 weeks) due to certain family and medical reasons which prevent the faculty member from performing essential functions of his/her position. For FMLA, see policy 90-317 located at my.atsu.edu (see Human Resources Policies).
- Faculty member is unable to perform essential functions of his/her position with or without reasonable accommodations.
 - Unethical behavior and/or misconduct as determined by a hearing spelled out in the University or respective college/school faculty handbook;
 - Misconduct;
 - Proven fiscal exigency requiring program, administrative, and faculty reduction.

Conditions for Immediate Termination

In some instances, a faculty member may be terminated immediately. If this occurs, notice of termination will not require advance notice, and termination may begin immediately after the faculty member has been informed of his/her termination. Instances that may result in immediate termination of a faculty member include:

- Conviction of a felony;
- Gross misconduct;
- Refusal to perform reasonably assigned contractual duties;
- Displaying a pattern of breaking or disregarding ATSU general orders;
- Threat to the safety of others.

In **ALL** cases of immediate termination, the faculty member must be sent within five (5) business days at his/her last known address a written notification via certified mail of his/her termination from at least one of the following: his/her supervisor, his/her dean, SVPAA, or president. Notification **MUST** include at least one of the reasons for termination described above. The faculty member may appeal the termination to senior administration or a peer review panel as detailed above. The faculty member will continue to be paid during appeal process. The appeal must be filed within 10 business days after written notification is sent by certified mail to his/her last known written address.

Code of Ethical Standards and Misconduct

ATSU faculty members must abide by the Statement of Professional Ethics of the American Association of University Professors (<http://www.aaup.org/report/statement-professional-ethics>), which is intended to give guidance to faculty members as they proceed with their academic activities. Faculty must also adhere to ATSU Policy No. [10-220: ATSU Code of Ethical Standards](#) and ATSU Policy No. [20-113: Misconduct in Science Policy](#), both of which may be accessed through the ATSU Human Resources website (my.atsu.edu). Faculty who violate codes of ethical standards may have their employment terminated or be otherwise disciplined.

ATSU colleges/schools will require clinical faculty members to adhere to the code of ethics of their respective professions.

Faculty Classifications

Faculty shall be divided into the following classifications:

- Full-time faculty
- Part-time faculty
- Adjunct faculty

Full Time and Part-time Faculty

Full-time and part-time faculty are those persons whose primary function within the University is academic and who have a substantial responsibility to a specific area within a school/college. Full-time and part-time faculty status may only be granted to persons who will possess an academic rank and whose qualifications and primary functions within the school/college include teaching, research/scholarly activity, and professional service. Full-time faculty are faculty who have at least a .75 FTE appointment (30 or more hours per week).

Teaching includes such activities as:

- Student, trainee, and peer education
- Course or course materials development
- Presentation of enrichment programs (e.g., faculty / staff development programming, continuing education courses, and public outreach)
- Scholarly activity training and mentorship
- Clinical teaching and mentorship
- Administrative teaching leadership role

Scholarly Activity is defined to be “a creative work that is peer reviewed and publicly disseminated.” The following forms of scholarship are *all* considered important to the mission of ATSU and may be used as faculty member demonstrations of productivity in scholarship (Boyer, 1990, O’Meara & Rice, 2005) (Refer to pages 22-23 for descriptions of scholarship):

- Scholarship of Teaching and Learning
- Scholarship of Discovery
- Scholarship of Practice
- Scholarship of Engagement
- Scholarship of Integration.

Professional service specifically refers to contributions made to the academic mission of the University and/or school/college, and may include but is not limited to the following:

- Committee membership
- Recruitment, screening, or interviewing of applicants for admission to University programs
- Professional association membership and contributions
- Attendance at faculty meetings and formal University events
- Use of expertise to benefit the mission of the University at the local, state, or national level
- Administrative tasks as assigned.

Full-time and part-time faculty positions shall not be granted to those who only incidentally contribute to instruction in the course of performing other functions. However, a dean and other administrators a dean recommends may be granted faculty status, even though their primary responsibilities are administrative.

All individuals granted full-time or part-time faculty status shall have a written contract which specifies duties, supervisor, salary, and fringe benefits.

Full-time and part-time faculty responsibilities may include administrative duties as determined by the faculty member's supervisor.

Adjunct Faculty

Adjunct faculty are fully qualified professionals who contribute to the education of students or who participate in graduate or research programs associated with a particular school/college. Adjunct faculty may also include professionals with an ongoing relationship with a school/college and who are committed to clinical education programs on and/or off-campus. Adjunct faculty participation in a school/college's teaching and research programs is considered part-time, whether with or without compensation. Adjunct faculty are responsible for the quality of their instruction as integrated into the curriculum. Detailed descriptions of adjunct faculty positions and their roles may be found in the school specific faculty handbooks.

The process of appointment to adjunct faculty status follows the same procedure cited for full-time and part-time faculty. Adjunct faculty members may be invited to faculty meetings throughout the year, but hold no voting privileges in the University Faculty Senate or school/college Faculty Assembly. Adjunct faculty shall be listed on the faculty roster, and faculty appointments shall be reviewed annually to determine the need for reappointment. Reappointment will be dependent on programmatic needs and the quality of instruction as it is integrated into the curriculum.

Academic Rank

Faculty shall be appointed to one of the following academic ranks:

1. Full-time faculty (also applies to part-time faculty)
 - Professor
 - Associate professor
 - Assistant professor
 - Instructor
 - Assistant instructor
 - Lecturer/facilitator
2. Adjunct faculty
 - Adjunct professor
 - Adjunct associate professor
 - Adjunct assistant professor
 - Adjunct instructor
 - Adjunct assistant instructor
 - Adjunct lecturer/facilitator

Individual school/college may have additional academic ranks; however, these academic ranks and criteria must be defined within each respective faculty handbook and approved, in advance, by the senior vice president – academic affairs and president.

Faculty Promotion Guidelines (Effective 5/18/15)

ATSU does not use an *up or out* approach to promotion. Faculty members are encouraged to seek promotion in rank; however, if they are not awarded promotion, the faculty member is encouraged to remain at his/her current rank in a productive relationship with the University. It is a goal of ATSU to have faculty members productive in teaching, scholarship, and service. Productivity is assessed in cooperation with each faculty member's department chair/academic administrator and leads to progress in accomplishing ATSU's mission.

Teaching and professional and public service are important means of accomplishing the University's mission. Productivity in these areas will be assessed by each faculty members' department chair/academic administrator and noted on annual evaluations of faculty activity.

ATSU wants all faculty members to also be active in scholarship. Productivity in this area will be assessed by each faculty member's department chair/academic administrator and noted on annual evaluations of faculty activity. There are a variety of ways (defined below) faculty members may demonstrate scholarly productivity. Faculty members seeking promotion should be productive in at least one form of scholarship. Faculty scholarship must lead to progress in accomplishing ATSU's mission or goals to be considered in promotion.

ATSU's faculty members demonstrate scholarship by involvement and reputation in the larger community of scholars. These scholarly communities may be local, regional, national, or international. As faculty members are promoted, the University anticipates faculty members will be involved with scholarly communities having influence over larger and larger communities of scholars (e.g., assistant professor – community to state influence; associate professor – regional to national influence; professor – national to international influence). The University believes faculty member involvement in the larger community of scholars will benefit ATSU students and lead to accomplishing ATSU's mission.

Definitions of Faculty Scholarship

There are several forms of scholarship (Boyer, 1990, O'Meara & Rice, 2005). The following forms of scholarship are *all* considered important to the mission of ATSU and *should* aid faculty members in demonstrating productivity in scholarship and in gaining promotion in faculty rank: **Scholarship of Teaching and Learning, Scholarship of Discovery, Scholarship of Practice, Scholarship of Engagement, and Scholarship of Integration (Boyer, 1990, O'Meara & Rice, 2005).**

The following scholarship definitions should guide each faculty member and his/her department chair/academic administrator in assessing productivity in scholarly activities. It is well known there is an abundance of overlap among forms of scholarship (Boyer, 1990, O'Meara & Rice, 2005). These definitions are intended to help faculty members determine how they participate in scholarly activities at ATSU.

Scholarship of Teaching and Learning: the systematic study of teaching and learning processes including the public sharing of findings and the opportunity for application, utilization, and evaluation by others.

Scholarship of Discovery: original research that advances knowledge. This includes scientific investigations that are shared publicly and provide others with the opportunity to apply, use, and evaluate the findings.

Scholarship of Practice (Application): includes all aspects of healthcare delivery. Scholarship in this area should include evidence of direct effect in solving healthcare problems or in defining the health problems of a community. This evidence should also be shared publicly and provide others with the opportunity to apply, use, and evaluate the findings.

Components of the scholarship of practice include:

development of knowledge including clinical knowledge, which includes systematic development and application of theoretical formulations and performance of applicable research and evaluation studies in areas of expertise;

professional development, which includes self-development to improve competency beyond the basic practice and research in healthcare and faculty roles in that practice;

application of technical or research skills that promote studies about clinical knowledge and new practice strategies, evaluation of systems of care, evidenced based management, development of quality indicators of healthcare, and development of innovative healthcare delivery models; and

service directly related to the community-based (including professional association) activities of the faculty member and comes directly from his/her professional activity. Examples include mentoring of professional staff and students, leadership roles in developing a practice and the public health, development of clinical practice and management standards, and initiation of grant proposals for the creation of delivery system models to improve healthcare.

Scholarship of Engagement: a faculty member may be doing research, teaching, and/or professional or public service in partnership with a community organization. This research, teaching, and service should also be shared publicly and provide others with the opportunity to apply, use, and evaluate the findings.

- *Engaged Research* occurs when a university-community partnership is used to identify, evaluate, and solve a societal problem for mutual benefit of the university and the community. Outcomes of the research lead to improved evidence-based practice for the public good.
- *Engaged Teaching* occurs when learning opportunities happen in community-based environments. This includes service learning, internships, clinical experience, field trips, or practicums to enhance the student's educational experience while simultaneously contributing to the public good.
- *Engaged Service* occurs when a faculty member, as a subject matter expert, partners with a community organization for mutual benefit. This may include lending research expertise about a specific issue, serving on a board (private, public, or organizational), offering research-based policy recommendations to legislators at a committee hearing, or providing expertise through the media for the benefit of the public good.

Scholarship of Integration: includes writings and other products using concepts and original works from two or more disciplines to create new patterns, place knowledge in a larger context, or illuminate data from varied disciplines in a more meaningful way. The scholarship of integration emphasizes the interconnection of ideas and brings new insights to concepts and research. These writings or products should also be shared publicly and provide others with the opportunity to apply, use, and evaluate the concepts presented in the writings and/or products that have been developed.

Promotion in Academic Rank

Recommendations for promotion in academic rank shall be submitted once per academic year at the time designated by the appropriate dean and in response to the annual call for such recommendations by the chair of the school/college's Promotion Committee.

Recommendations for promotion of a faculty member to a new academic rank shall be initiated by a faculty member through his/her department chair/academic administrator. The faculty member should initiate these discussions in the fall prior to when s/he would submit a complete portfolio to his/her department chair/academic administrator for a preliminary review. The department chair/academic administrator may indicate to the faculty member, in writing, the portfolio is not sufficient for consideration at this point in time and offer suggestions for strengthening the portfolio for submission at a later date. If the department chair/academic administrator feels the portfolio should be considered by the school/college's Promotion Committee, the portfolio, along with a formal recommendation from the department chair/academic administrator shall be transmitted to the chair of the school/college's Promotion Committee. It is important to note the school/college's Promotion Committee is advisory to the dean. Final decisions for promotion are made by the University president.

If the department chair/academic administrator indicates to the faculty member the portfolio should not be forwarded and the faculty member disagrees with this assessment, the faculty member may still submit the portfolio to the appropriate school/college's Promotion Committee. The portfolio, the written negative recommendation of the department chair/academic administrator, and a letter from the faculty member detailing why s/he disagrees with the negative recommendation must be sent to the school/college's Promotion Committee for review.

A faculty member seeking promotion in academic rank assumes the responsibility for preparing a detailed portfolio summarizing and documenting his/her professional credentials, academic accomplishments, scholarly activity, and professional service. After consultation with the faculty member's department chair/academic administrator, the completed portfolio, with a cover letter formally requesting consideration for promotion (must specify the academic rank sought) must be submitted to the school/college's Promotion Committee. The applicant's portfolio should include, if applicable, but is not limited to: a current copy of the faculty member's resume or curriculum vitae; teaching responsibilities (lecture, lab, small group, advising, mentoring, preceptor teaching, etc.); teaching evaluations; awards; honors; sample publications; listings of presentations; committee service; supervisory activities; evaluations of the individual's supervisory activities (e.g., student advising including chairing master's and doctoral committees); and contact information for external referees. The faculty member's portfolio shall be submitted no later than 5 p.m. MST-AZ the third Friday in January to the chair of the school/college Promotion Committee or his/her designee.

Upon receipt of a portfolio and recommendation from the department chair/academic administrator, the chair of the school/college's Promotion Committee shall make available all submitted material to all

members of the Promotion Committee. The makeup of the school/college's Promotion Committee shall be in accordance with policy as specified within each school/college's faculty handbook and must consist of only full-time faculty members.

Upon receipt of a portfolio from the Promotion Committee chair, all representatives on the committee shall review the submitted material. The committee chair must convene a meeting of the committee within the fourth week following receipt of the promotion portfolio(s) for the purpose of discussing each faculty member and making a recommendation for or against promotion. The committee shall cast a confidential ballot that shall be tallied by the chair of the committee. The chair will prepare a report including the total committee vote and recommendation for or against promotion. This report will be circulated to all committee members for approval prior to transmission of the report and complete portfolio to the dean.

In the case of either a positive or negative promotion recommendation, Promotion Committee members *may* wish to include a *dissenting/minority report* as part of the Promotion Committee report. Decisions regarding promotion should be rendered by the Promotion Committee and sent to the dean no later than 5 p.m. MST-AZ the third Friday in March.

If a simple majority of the Promotion Committee feels a positive promotion recommendation should be made, such recommendation shall be forwarded to the dean. If the dean *agrees* with the Promotion Committee's recommendation, s/he will communicate his/her decision to promote the faculty member to the senior vice president–academic affairs (SVPAA). If the dean *disagrees* with the Promotion Committee's decision to promote, the dean's decision to *not* promote the faculty member will be sent along with his/her reasons *to not* promote to the faculty member's department chair/academic administrator and to the faculty member. A negative decision is made without prejudice.

If a simple majority of the committee feels the faculty member should *not* be recommended for promotion, the Promotion Committee shall prepare a report of such recommendation and shall forward the report to the dean. If the dean *agrees* with the Promotion Committee, the dean's decision to *not* promote the faculty member will be sent along with his/her reasons to not promote to the faculty member's department chair/academic administrator and to the faculty member. A negative decision is made without prejudice. If the dean *disagrees* with the Promotion Committee's recommendation to *not* promote, s/he will communicate his/her decision to promote the faculty member to the faculty member's department chair/academic administrator, the faculty member, and the SVPAA. In the case of a negative dean's decision, a report must include the rationale for the negative decision and include suggestions to help strengthen the faculty member's portfolio in the future.

The faculty member may wish to appeal the dean's decision to *not* promote to the SVPAA. Any appeal by a faculty member must be made within 15 working days of receipt of a negative decision from the dean. All portfolio and recommendation reports shall be forwarded to the SVPAA for use in rendering a decision. The SVPAA's appellate decision to promote or not to promote will be sent to the dean in a report. The dean will provide this report to the faculty member's department chair/academic administrator and the faculty member. A negative appellate promotion decision will not be sent to the President. A positive appellate promotion decision will be sent to the president. The SVPAA's appellate decision is *final* and without grievance or appeal. A negative decision is made without prejudice.

If the SVPAA recommends promotion in rank, s/he shall make a recommendation to the president. The president may choose to grant or not grant promotion; and his/her decision is *final*, without grievance or appeal. The president will send a report of his/her decision to the SVPAA and dean.

The dean shall inform the faculty member, in writing, of the final decision of the President regarding promotion/tenure (if applicable). Promotions approved by the president take effect July 1 of any given year. If promotion is denied, the dean shall provide a summary response to the faculty member detailing the reason(s) for denial. These notifications shall be copied to the appropriate department chair/academic administrator and the appropriate Promotion Committee. The original and all copies of a faculty member's portfolio shall be returned to the faculty member. A negative decision is made without prejudice.

The criteria for promotion in academic rank are generally contained in the broad categories of teaching, scholarly activities, and professional and public service. Promotion in academic rank usually requires demonstration of superior achievement in at least two of the three categories of teaching, scholarly activity, and professional and public service.

General Criteria for Advancement in Rank for Full-time Faculty

Individual school/college may have additional academic ranks; however, these academic ranks and criteria must be defined within each respective faculty handbook and approved, in advance, by the SVPAA and president.

Lecturer/Facilitator

Appointment to the rank of lecturer/facilitator generally requires an entry-level professional degree or a baccalaureate degree.

Assistant Instructor

Appointment or promotion to the rank of assistant instructor generally requires a master's degree or a baccalaureate degree with a minimum of two years' experience in research/scholarship, teaching, and/or clinical practice.

Instructor

Appointment or promotion to the rank of instructor generally requires a professional degree or a master's degree with a minimum of two years' experience in research/scholarship, teaching, and/or clinical practice.

Assistant Professor

Assistant professors must possess a doctoral degree or the most appropriate degree for college faculty in their respective fields. This individual is expected to teach courses as assigned by the appropriate department chair/academic administrator, as well as engage in independent scholarly activity and professional and public service.

Evidence in support of an appointment at this level may include (These are examples and should *not* be considered a complete list of evidence a faculty member may present for promotion to assistant professor.):

- teaching experience and teaching effectiveness as evidenced through student or peer evaluations;

- publishing original scholarly work in peer-reviewed professional publications (policy analysis, case studies, integrative reviews of the literature, technical applications, practice issues);
- obtaining or the potential for obtaining extramural support for his/her scholarly activity;
- obtaining special certifications, specialty credentials, or licensures;
- a history of responsible positions in other academic institutions;
- evidence of presentations at state, regional, national, or international professional organizations (related to research/scholarship, clinical practice, integrative practice, engagement activities);
- evidence of service in professional organizations and societies;
- a record of providing service of value to the program, department, school/college, or university.
- positive peer evaluations of contributions to integrative and engagement scholarship;
- reports of interdisciplinary programs or service projects;
- interdisciplinary grant awards;
- consultation reports, reports relating to practice, peer reviews of practice;
- grant awards in support of practice;
- reports compiling and analyzing patient or health services outcomes;
- reports of meta-analyses related to practice problems;
- reports of clinical demonstration projects;
- policy papers related to practice; and/or
- policy papers designed to influence organizations, communities, or governments.

Associate Professor

Individuals considered for the rank of associate professor must have met the expectations of the rank of assistant professor for four or more years. The rank of associate professor requires evidence of sustained academic accomplishment.

The faculty member must submit names and contact information of at least three faculty members (faculty referees) from ATSU or other institutions who may be contacted to attest to the contributions of the faculty member. At least one faculty referee must be an associate professor and at least one must be from an academic institution *not* part of ATSU. The chair of the Promotion Committee *may* contact the faculty referees to obtain letters of recommendation for promotion. Each school/college's faculty may add additional selection criteria for faculty referees.

Evidence in support of an appointment at this level may include sustained accomplishments in those sample accomplishment areas suggested for assistant professors and may also include (These are additional examples and should *not* be considered a complete list of evidence a faculty member may present for promotion to associate professor.):

- a sustained record of publishing original scholarly work in peer-reviewed professional journals;
- a sustained record of presenting scholarly work at regional and/or national meetings;
- acquiring extramural support for scholarly work;
- providing leadership in professional societies;
- obtaining additional special certifications, specialty credentials, or licensures;
- participating in professional development programs;
- developing new educational programs or teaching materials;
- continued record of service to the program, department, school/college, university, and/or community;

- copyrights, licenses, patents, or products for sale;
- evidence of (particularly peer reviewed) presentations at state, regional, national, or international professional organizations (related to research/scholarship, clinical practice, integrative practice, engagement activities);
- a sustained record of providing service valuable to the program, department, school/college, or university.
- state or regional recognition as a master practitioner;
- reports of meta-analyses related to practice problems; and/or
- serving as an elected officer of a professional organization

Professor

Those being considered for the rank of professor must have *consistently* excelled in meeting the expectations of the rank of associate professor for five or more years. The rank of professor is reserved for those faculty members who have distinguished themselves as teachers and scholars at the state, national, or international levels.

The faculty member must submit names and contact information of at least three faculty members from institutions other than ATSU who *may* be contacted to attest to the contributions of the faculty member. At least one faculty referee *must* be a full professor. The chair of the Promotion Committee *may* contact the faculty referees to obtain letters of recommendation for promotion. Each school/college's faculty may add additional selection criteria for faculty referees.

The rank of professor requires sustained and meritorious performance in areas of teaching, scholarly activity, and service. Evidence of sustained activity must be presented in all three areas, and excellence is expected in at least two of the three major areas of academic activity. Examples of sustained and meritorious academic accomplishment; scholarly activity; and professional and public service may include those provided for associate professor and may also include (These are additional examples and should *not* be considered a complete list of evidence a faculty member may present for promotion to professor.):

- ongoing innovation in teaching resulting in improved student outcomes;
- acquiring sustained extramural support for scholarly activity;
- regularly making scholarly presentations at the regional, national, or international meetings of professional societies;
- a continuing record of publishing original scholarly work in peer-reviewed professional journals;
- publication of a textbook, manual, or monograph by a nationally or internationally known publisher or professional organization;
- providing ongoing leadership in state, regional, national, or international professional societies;
- providing outstanding service to the program, department, school/college college, or university; and/or
- participating as an invited speaker or session convener at national or international symposia or meetings.

References

Boyer, E. (1990). *Scholarship reconsidered: Priorities for the professoriate*. Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching.

O'Meara, K. and R.E. Rice (2005). *Faculty priorities reconsidered; Rewarding multiple forms of scholarship*. San Francisco, CA: Jossey-Bass.

Tenure (Effective 7/1/2018)

The award of tenure at A.T. Still University represents a mutual, long-standing commitment by both the University and the faculty member. Faculty awarded tenure shall demonstrate long-term quality contribution and commitment to the University and its students for the purposes of promoting an optimal academic environment for improved student learning outcomes. Tenure is a fundamental component of the academy supporting and providing basic protections of academic freedom, allowing faculty to express and pursue academic agendas without concern of retaliation, retribution or reprisal. ATSU's commitment to awarding tenure to its faculty serves to support current faculty, retain faculty, and attract new faculty. At ATSU, tenure does not guarantee one's academic position or length of employment contract. Instead, tenured faculty are eligible for specific privileges, outlined within this policy, for a ten-year period in which faculty members receive support for continued faculty development and performance. Tenure is earned by demonstration of achievements and ongoing activities consistent with expectations of one's faculty rank.

Application for tenure is a voluntary process for full-time faculty members who meet the minimum criteria outlined below. The initial award of tenure at ATSU is for a 10-year period.¹ Faculty may renew their tenure status by reapplying and undergoing review based on established criteria (see below, how "Tenure is achieved and operationalized at ATSU," criterion #4, "Re-application for renewal of tenure"). Privileges provided by ATSU to faculty members who achieve tenure include:

1. An individualized "Tenured Faculty Professional Development Fund" (Fund) in an amount of \$2,000.00 annually for the duration of the tenure award period
 - a. The Fund is intended to provide additional resources to tenured faculty for the purposes of professional growth. While latitude shall be given to how a tenured faculty member chooses to spend his/her Fund, the expectation is the Fund will be used to support the tenured faculty member in maintaining continuity in performance expected of those in his/her academic rank.
 - b. The Fund must be used within the given fiscal year and cannot be rolled over, nor will the Fund be available upon ending employment at ATSU.
 - c. The Fund is separate, and in addition to, the faculty member's annual professional development funds.
2. Eligibility for sabbatical.
3. Consideration given for situations such as office space allocation, positions on advisory committees, and available departmental funds.

Tenure is achieved and operationalized at ATSU as follows:

1. After a minimum of seven (7) years of full-time service (or the equivalent) as a faculty, ATSU full-time faculty become *eligible* to apply for tenure.
 - a. The minimum 7 years of service to be eligible to apply for tenure could be years as a faculty member at ATSU or may include up to 4 years of prior full-time equivalent faculty experience at another institution of higher education.
 - b. In exceptional cases, the minimum years of full-time academic service either at ATSU or in total may be waived by the senior vice president – academic affairs (SVPAA) in order to recruit a faculty member of extraordinary qualifications and value to the University. The president, based on the recommendation of the SVPAA, shall have the discretion to award faculty tenure to individuals regardless of prior period(s) of service.

- c. Full-time service does not have to be a continuous seven (7) years; the seven (7) years equivalency must occur over no more than 12 years duration.
[Note: The reasons for “equivalency” must be explained by the faculty member when applying for tenure. For example, need for reduction to a half-time appointment for a period of time for raising one or more children; military service deployment; catastrophic events impacting capacity to maintain full-time employment; reduction in student enrollment resulting in ATSU reducing employment commitment, etc.]
- 2. Only full-time faculty applying for, or currently at the rank of associate professor or above, are eligible to apply for tenure at ATSU.
Note: Application for tenure may be made along with application for promotion to the rank of associate professor or professor if the seven-year minimum criterion has also been met.
- 3. The process for applying for tenure at ATSU is similar to that of applying for promotion at ATSU:
 - a. The faculty member must prepare a portfolio highlighting teaching, scholarship, and service that demonstrates sustained faculty performance and commitment to ATSU. Note: Review ATSU Guidelines for Promotion (effective 07.01.2015). If applying for a promotion in rank, the request to be considered for tenure at the same time as the application for promotion in rank may also be included and explained; a separate portfolio application is not required and should not be submitted.
 - b. If the faculty member has applied for and been granted promotion at ATSU to the rank of associate professor prior to being eligible for tenure, (e.g., due to having insufficient years at ATSU to make him/her eligible for tenure (and has received that promotion), then the portfolio submitted for tenure consideration must include evidence of continuity of performance (i.e., teaching, scholarship, and service) associated with the individual’s current faculty rank.
- 4. Re-application for renewal of tenure should be made during the ninth year of the individual’s current tenure period.
 - a. Renewal of tenure is judged on the basis of continuity in terms of the productivity associated with the faculty member’s current rank.
 - b. If tenure is not awarded, the faculty member may re-apply in a subsequent year once continuity of performance at the individual’s current rank has been re-established.
 - c. If a tenured faculty member is promoted in faculty rank during his/her tenure award period (e.g., associate to full professor), at renewal of tenure the faculty member must demonstrate and be reviewed on his/her continuity of performance (teaching, scholarship, and service) for the amount of time at the higher rank.

Faculty contracts specify performance expectations for each faculty member. To maintain tenured status, tenured faculty members must meet conditions specified in their faculty employment contract. Failure to meet performance expectations commensurate with their faculty rank may lead to revocation of tenure. The faculty member’s supervisor must provide a written request to the dean of their school/college, identifying in writing with supporting documentation, the justification for making the revocation request. The dean, if in agreement, makes recommendation to the SVPAA, forwarding the written documentation and justification to the SVPAA. The SVPAA, if in agreement with the dean, will then forward his/her recommendation to the president of ATSU. The president makes the final decision as to whether or not to revoke the faculty member’s tenure.

Faculty Evaluation (Effective 2/1/2018)

Faculty evaluations are an integral part of the university's ongoing efforts to encourage faculty to a higher level of achievement and service. Each college/school is responsible for developing its own annual full-time faculty assessment process that must meet the following minimum requirements:

- The faculty member and his/her supervisor establish and document mutually-agreed upon goals in the areas of teaching, scholarly activity/research, service, and, if appropriate, clinical practice and administrative roles for the upcoming performance evaluation period.
- The faculty member and his/her supervisor collaborate to identify how the faculty member can progress toward these goals, including the percent time allocation for teaching, service, scholarship, clinical practice (if applicable), and administrative role (if applicable).
- The faculty member's key professional development goals and related accomplishments during the performance evaluation period are described.
- The faculty member's skills and/or career interests as they relate to his/her position are described.
- The supervisor provides an assessment of the faculty member's progress towards annual goals, professional development goals, and promotion (if applicable).
- The comments and signatures of the faculty member, the supervisor and subsequently the dean are recorded when the evaluation is finalized. The faculty member's signature only denotes acknowledgment that he/she has reviewed the evaluation and discussed the content with his/her supervisor.

Attainment of, and/or progress towards meeting mutually agreed upon goals are important considerations for supervisors determining full-time faculty member's annual performance. In addition, changes in faculty status or role during the previous academic year are also important considerations for performance. Any issue arising between a faculty member and their supervisor about an unsatisfactory annual evaluation that affects the term of the faculty member's employment contract should follow the appeal process outlined in the multiyear contract policy. Issues regarding the annual evaluation that do not impact the faculty member's contract shall be appealed to the supervisor of faculty member's supervisor (department chair, dean, or senior vice president – academic affairs) for resolution.

Professional Development (Effective 2/1/2018)

All faculty are expected to maintain educational and scholarly competence in their discipline. Faculty with significant administrative responsibility are similarly expected to maintain contemporary knowledge of administrative techniques and related, current, educational theories, techniques, policies and procedures. By continuing to grow and develop in all aspects of their academic functioning, faculty members enhance their own professional development, perform their duties more effectively, and further the reputation of the University. Although not an exclusive list, the following are examples of the continued professional growth in which all faculty members should engage:

1. Faculty members are expected to participate in appropriate professional organizations by attending and presenting at their respective professional meetings.
2. Faculty members should avail themselves of opportunities for leadership in their professional organizations.
3. Faculty members should read, study, present papers, publish articles in and explore the subject matter that they teach in order to ensure that what they teach represents the accurate, contemporary content of their discipline.

4. Faculty members are expected to actively participate in faculty development programs and to maintain competence about the essential issues of higher education in order to facilitate student learning.

Full-time faculty will receive an annual faculty development allowance to help defray the costs of professional development, which may include, but is not limited to continuing education courses and resources, attendance at professional meetings, and the associated travel. These funds may also be used to help pay for license renewal, and/or professional association membership dues, if funds are not already designated for this purpose by the faculty member's department or school. The minimum allowance per faculty member beginning in the 2017-2018 fiscal year will be \$2500. The amount will be reviewed annually. This review will include, but is not limited to, analysis of similar institutions, student tuition, inflation, and faculty surveys.

Student Course Evaluation

All non-exempted ATSU courses will be evaluated by students. At a minimum, the evaluation will consist of the nine ATSU Student Course Evaluation Core Questions (Appendix I). Each program may supplement the core questions with qualitative and quantitative questions to optimize student feedback. Exempted courses may include field placement courses, clinical internship courses, and terminal projects (e.g., dissertation, thesis, and capstone courses). Administration and use of course evaluations must follow the approved ATSU guidelines.

Grievance Procedure

The institution recognizes the right of faculty to express grievances and to seek solutions to problems arising from complaints; disagreements with students, colleagues or administrators; or different interpretations of institutional policy. These concerns may involve procedures, policies, conduct; or other concerns (including violations of the code of ethical standards, ATSU Policy No.[10-220: ATSU Code of Ethical Standards](#). Grievance and conflict resolution should follow ATSU Policy No.[90-209: Employee Problem Solving Procedure](#) and/or the procedures set forth in each individual school's faculty handbook (See Appendices A-F).

Emeritus Policy (Effective 1/01/17)

Purpose

Conferral of emeritus status is an honor granted by the president of the University, to an employee with recommendation by the dean of the person's school/college, upon retirement to recognize distinguished and meritorious service to his/her school/college.

Procedure

Nominations for emeritus status must be initiated no more than six months before and no more than two years after retirement from a full-time position at ATSU. The title "posthumous emeritus" may also be awarded to faculty who die before retirement. Nominations for "posthumous emeritus" must be initiated within ten years after death. Appointment to emeritus status is intended to be a lifetime appointment granted in recognition of distinguished and meritorious service to ATSU, including contributions in at least one of the following: teaching, research, scholarship, clinical practice, or leadership. To be eligible for emeritus status, the person must satisfy the following requirements:

1. Faculty at the rank of associate professor or full professor, or administrators at the rank of director, chair or above and

2. At least ten years of full-time service to ATSU, although in some cases, exceptional senior faculty may be recognized with fewer than 10 years of service, and
3. Retirement or disability from ATSU.

Process

The candidate's department chair/supervisor, dean, an associate dean, or full professor may initiate nomination for emeritus status. With a majority recommendation from the full-time faculty members of their school/college, the affirmative recommendation will be forwarded to dean of the nominee's school/college. If the dean supports the recommendation, it will be forwarded to senior vice president–academic affairs, who will make recommendation to the president.

The department chair/supervisor shall be informed in writing of approval or non-approval of emeritus status. Emeritus status, if awarded, will become effective following the living nominee's consent upon his/her retirement. Emeritus status will not be given if the living nominee does not consent. Consent will not be required to award posthumous emeritus status. The title of emeritus at ATSU does not confer any employment status. Emeritus status will be denoted in association with the person's rank at time of retirement (e.g., associate professor emeritus, professor emeritus, chair emeritus, director emeritus, president emeritus, vice president emeritus, dean emeritus).

Activities

1. Faculty with the emeritus designation are entitled to attend his/her school/college faculty meetings with voice but without vote; to march in academic processions (e.g., commencement and white coat ceremony); to avail themselves of library resources; to be listed in the University faculty directory and website; to maintain their University email address and internet access; to receive, on application, a faculty parking permit; and, in general, to take part in the social and ceremonial functions of the University.
2. Additionally, faculty with the emeritus designation, through the discretion of his/her department chair/supervisor or at the request of the school/college dean's office, may, in so far as reasonably possible:
 - a. Participate in scholarly activities such as, but not limited to, teaching, research, publishing, writing, and/or presenting at regional and/or national meetings;
 - 1) Work Space: The depth of participation at this level may necessitate awarding the emeritus faculty office space, access to laboratories, computer, and/or comparable facilities requisite to his/her continued scholarly work or mutually-agreed-upon task on a contractual or volunteer basis.
 - 2) Communications services: Access to mail, telephone, and other routine office services (e.g., copying and secretarial) may be awarded to emeritus participating in these activities.
 - b. Maintain library privileges.
 - c. Have access to University recreational facilities (e.g., Thompson Campus Center).
 - d. Submit proposals for sponsored research and advise graduate/postdoctoral students or research associates according to University rules and policies.
 - e. Perform service to the University or the community through consultation/advisory roles, participation in retirement seminars, judge student research projects, and provide courses for community groups;
 - f. Participate in regular weekly or monthly programs, mentoring faculty and/or students;
 - g. May represent the University at academic ceremonies of other institutions;

- h. Communicate with other emeritus faculty, administrators and alumni through newsletters, annual reports, websites, and fundraising.

Withholding or Withdrawal of Emeritus Status

Emeritus status may be subject to withholding or withdrawal if the president receives a recommendation with evidence to either withhold or withdraw emeritus status based on particular circumstances. If the president, upon review of the recommendation, is considering withholding or withdrawing the title, the president will provide to the faculty or retired administrator notice and an opportunity to be heard. After the faculty member's or retired administrator's opportunity to be heard, the president will make a decision with regard to withholding or withdrawal of the emeritus title.

Dual Relationships

Certain kinds of dual relationships carry potential for exploitation, loss of objectivity, or conflicts of interest, and may undermine the optimal progress of learners and integrity of the University.

Examples of dual relationships with great potential for harm include sexual relationships; business relationships; relationships involving exchange of money or other forms of payment; contracting as a personal therapist; or serving on the doctoral committee of a spouse, relative, or job supervisor/supervisee.

Relationships may change during the course of employment; and all constituents must be aware of possible compromises to themselves, the University, and community. Full disclosure and discussion of pre-existing or changed relationships enable the University to take appropriate measures to safeguard the school/college and their programs. Please review in relation to to "Code of Ethical Standards" on page 49 and "Employment of Relatives" on page 50.

Every employee of the University is prohibited from and obligated to refrain from such relationships while engaged in their respective roles as employees of ATSU.

Oral Assurances

No individual or committee may give oral assurances of appointment, promotion, tenure, or salary. Any such assurances shall not be binding or used as the basis of grievance either within or outside the University.

No implied or de facto claims to appointment, promotion, tenure, or salary shall be construed based on custom, longevity, personal reading of bylaws, or past actions. All such claims shall be based on written documentation and policies approved by the president.

Chapter 3: Faculty Rights & Responsibilities

General Responsibilities

When full-time faculty appointments are extended, it is anticipated the faculty member will participate in the total development of the school/college and the University. Faculty members are expected to support the goals of the school/college and University in their individual faculty roles. Depending upon ability and interest, faculty members may be called upon to serve on duly-established committees, interview student applicants, develop curriculum, attend faculty meetings, and represent their school/college and the University in other capacities. Efforts will be made to assure such assignments do not compromise basic responsibilities.

Faculty members have the responsibility of being alert and ready to respond in emergency situations affecting fellow employees, students, and visitors. Emergency response procedures are described in the ATSU Emergency Operations Plan or at www.atsu.edu/security. Procedures address a variety of crisis situations involving public safety and health and provide guidelines for dealing with possible emergency situations in four primary areas: infrastructure, serious accidents, crimes, and administrative operations. Faculty members are encouraged to become familiar with the contents of these manuals.

Technical Standards and Academic Adjustments (Effective 3/23/16)

Faculty and staff members should be aware of the process whereby students with disabilities may seek academic adjustments under federal law and ATSU policy. Academic adjustments are provided for qualified students with disabilities to ensure academic requirements do not have discriminating effects.

Any student seeking academic adjustments to accommodate limitations due to a documented disability is required to register with Learning & Disability Resources. Requests for academic adjustments must be made in writing to the director of learning & disability resources at disabilityresources@atsu.edu.

Please see ATSU Policy No. [20-110: Technical Standards and Academic Adjustments](#) for an outline of the entire process.

Relationship to Students

A primary responsibility of faculty members is to promote an academic environment conducive to the maximum development of students. Faculty members are encouraged to be familiar with, and support, those policies directly affecting students. These policies are described in the University Catalog, especially under the sections titled "Professional Rights, Responsibilities, and Conduct" and "Academic Standards, Guidelines, and Requirements." The University expects faculty, staff, students, and administration to exhibit professional behavior at all times. The University believes an atmosphere of mutual trust and respect is essential to a healthy learning environment. Faculty must follow the ATSU Code of Ethical Standards (ATSU Policy No. [10-220: ATSU Code of Ethical Standards](#)) in all interactions with students. Faculty engaged in unethical conduct are subject to the normal disciplinary procedures which may include dismissal. In addition, such behavior may constitute sexual harassment as defined in the prohibition of discrimination, harassment, and retaliation policy (ATSU Policy No. [90-210: Prohibition of Discrimination, Harassment, and Retaliation](#)).

Committees, Boards, & Councils

It is a requirement of all full-time faculty to provide service to the University. Committees, boards, and councils exist to facilitate work of the faculty, their school/college, and the University. In addition to standing committees and other groups of long-term activity, ad hoc committees are sometimes established as required by special needs. Refer to Appendices A-F for school/college specific committees, responsibilities, and expectations.

Academic Freedom

ATSU supports the academic freedom of its faculty. Faculty members are free to

1. Teach and discuss in courses any accepted aspect of a topic pertinent to understanding the subject of the course that they are teaching;
2. Conduct research and publish results subject to acceptable performance of academic duties and applicable federal, state, local, and University regulations and any contractual agreements with an industrial sponsor;
3. Act and speak in their capacities as educators, healthcare professionals and as citizens without institutional censorship or discipline. As persons of learning, faculty members should recognize the public may judge their profession and the University by their statements. Hence, faculty members should show respect for opinions of others and make every effort to indicate they, as faculty members, are not necessarily institutional spokespersons.
4. For more information regarding academic freedom, faculty are referred to the AAUP's statement on Academic Freedom (<https://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>)

Confidential Information

Faculty have a moral and legal obligation to not divulge confidential information, which is defined as any matters relating to a patient's illness, patient's personal problems, patient's financial matters, personnel records, alumni or donor records, and administrative and financial records. Additional information regarding students and employees may also be confidential and should be treated with restraint.

Violation of this moral and legal obligation by divulging confidential information may constitute grounds for disciplinary actions up to and including termination.

Two federal laws protect privacy rights of individuals:

1. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) is a Federal law protecting the privacy of student education records. The law applies to all schools receiving funds under an applicable program of the U.S. Department of Education. For additional information, see <http://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html>.
2. The Health Insurance Portability and Accountability Act of 1996 (HIPAA) Privacy Rule provides federal protections for personal health information held by covered entities and gives patients an array of rights with respect to that information. At the same time, the Privacy Rule is balanced so it permits disclosure of personal health information needed for patient care and other important purposes. For additional information, <http://www.hhs.gov/ocr/privacy/hipaa/understanding/index.html>.

Lobbying Activities

No federally appropriated funds may be paid by or on behalf of ATSU to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with awarding any federal contract, making any federal grant, making any federal loan, entering into any cooperative agreement, and extension continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement. Further, if any funds other than federal appropriated funds are used to influence an officer or employee of any agency, member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with any federal award, ATSU must complete and submit appropriate "Disclosure of Lobbying Activities" documentation. Additionally, ATSU requires all sub-recipients of federal awards (grants, contracts, or cooperative agreements) to abide by federal lobbying rules and complete appropriate certifications and disclosures related to lobbying activities as appropriate.

Political Activity in Support or Opposition of a Candidate

Political activity by a Section 501(c)(3) organization such as ATSU in the form of endorsing or opposing a candidate for office at the national, state, or local level is prohibited, even if it is an insignificant amount. This prohibition may be especially difficult in a university setting because, historically, students tend to advocate feverishly for the causes/candidates they support. It is important for ATSU administrators to remember ATSU cannot endorse a candidate nor provide resources such as space or secretarial services to a candidate.

Licensing and Verification

Human Resources will conduct annual professional license verification. Results will be sent to the respective dean. It is up to the discretion of the respective dean to determine the process for review if there is a reported complaint and/or disciplinary actions and orders.

Certain positions require a license or certification. Human Resources must receive proof of proper license upon employment, and, if required by law, proof of renewal.

Employee Problem-solving Procedure

Grievances among or between employees that do not rise to the level of prohibited conduct outlined in ATSU Policy No. [10-220: ATSU Code of Ethical Standards](#) or ATSU Policy No. [90-210: Prohibition of Discrimination, Harassment, and Retaliation](#) should be reconciled informally whenever possible. The employee problem-solving procedure is intended to help resolve complaints in a timely and satisfactory manner and outlines the appropriate chain of command when addressing issues. Please refer to ATSU Policy No. [90-209: Employee Problem Solving Procedure](#).

Drug-free and Alcohol-free Workplace

ATSU is a drug-free and alcohol-free workplace. This established standard of conduct prohibits all employees from possessing, reporting to work, or working under the influence of intoxicants (non-prescribed drugs, narcotics, alcohol, etc.) and prohibits the illegal possession, manufacture, or use of drugs or alcohol in the workplace. As a part of the University's Drug & Alcohol Abuse Prevention Program (DAAPP), ATSU Policy No. [90-324: Drug-Free and Alcohol-Free Workplace](#) contains information about legal

sanctions; health risks; a listing of agencies providing drug or alcohol counseling, treatment, rehabilitation, or re-entry programs; and sanctions imposed on employees for violating the standard of conduct.

The DAAPP ensures the workplace policy is provided to new employees upon hire, reviewed by all employees annually, and available in electronic and print form. The DAAPP also informs training provided through the Still Healthy program. Please refer to ATSU Policy No. 90-324: *Drug-Free & Alcohol-Free Workplace*.

Faculty members are subject to the provisions of the Drug-Free and Alcohol-Free Workplace Policy, General Order [90-324: Drug-Free and Alcohol-Free Workplace](#).

Tobacco-free Campus and Workplace

It is ATSU's policy to maintain a tobacco-free environment for employees, patients, students, and visitors. Please observe "NO SMOKING" signs. The use of tobacco products (cigarettes, cigars, pipes, and smokeless tobacco), e-cigarettes, and other unregulated nicotine products by employees, physicians, students, patients, or visitors will not be permitted at ATSU or in any facility that is part of ATSU operations or owned by ATSU and leased to others. The policy applies to parking lots, ATSU grounds, off-campus employee work sites, and ATSU-owned or privately-owned vehicles when they are being used by employees. Please refer to ATSU Policy No. [95-110: Tobacco-Free Campus and Workplace](#).

Safety

Providing safe working conditions for all employees is a concern and responsibility for everyone. Upon employment, employees will be instructed on how to do each job in the safest possible way. Regardless of any rules ATSU may establish, job safety depends primarily upon the employee. Employees must:

1. Be alert on the job;
2. Think before taking action;
3. Avoid taking unnecessary risks; and

Report unsafe practices or equipment.

Refer to ATSU Policy Nos. [95-106: Hazard Communication Program](#) and [95-107: Disease Exposure Prevention and Control Plan](#).

Work-related Accidents

In the event an employee is injured on the job, the case will be handled in accordance with the workers' compensation laws of the state. To ensure protection of rights, an employee should report all work-related accidents to his/her immediate supervisor at once. If medical attention is necessary, Human Resources and/or the supervisor will direct the employee for treatment or referral. If the injury occurs when Human Resources is closed, medical attention should be obtained at the nearest emergency room or urgent care center. The employee and attending physician must complete an authorization form. A "confidential report of incident" form must be completed by the employee and his/her supervisor and forwarded to Human Resources. Benefits may be denied to employees who fail to report an accident immediately. Absences determined to be work-related will be compensated by ATSU, and any medical expenses resulting from work-related injuries will be the responsibility of ATSU as provided in the workers' compensation laws. Please Refer to ATSU Policy No. [90-323: Workers' Compensation Insurance](#).

Children in the Workplace

In order to eliminate potential liability and maintain an appropriate and safe work environment, providing childcare in any work area is prohibited. Emergency situations may arise, and supervisors must approve and monitor these situations. Please refer to ATSU Policy No. [90-328: Children and Childcare in the Workplace](#).

Solicitation

Solicitation of other employees or distribution of literature during working time of either the employee doing the soliciting or the employee being solicited is prohibited. Working time does not include break periods and meal times, and employees are permitted to engage in solicitation during those times.

Solicitation of other employees at any time in any immediate patient care area such as waiting rooms, hallways, corridors, treatment rooms, diagnostic rooms, etc., is prohibited. Non-working areas include cafeterias, employee lounges, employee parking areas, and similar areas.

All-ATSU email communications must be approved by the President's Office. Email message boards are available for Arizona and Missouri campus employees and students to sell personal items and make non-work related announcements (e.g., for community events). For access to the campus-based message board, contact the Help Desk.

Please refer to ATSU Policy [90-121: Solicitation and Distribution of Information](#).

Telephone and Fax Use

ATSU's telephone and fax system is provided for its on-campus employees for University-related business only. Personal use should be limited. Access codes for long distance calls are assigned to departments via the IT Helpdesk. Department chairpersons are responsible for informing faculty of the appropriate number.

Email and Internet Use

Most ATSU employees have free and unimpeded access to work email and internet. Those who use these services are expected to do so in a responsible and appropriate manner. Email is not private nor protected, and may be subject to review as deemed necessary by the vice president of research, grants, & information systems, and appropriate President's Cabinet members.

Internet access on ATSU's network, or using ATSU equipment, may not be used to access pornographic material or conduct illegal activity.

Emails sent using the ATSU email system to groups of individuals should use the "blind carbon copy" (bcc) function. This does not include collaborative email messages where replies to all recipients are intended and encouraged.

Access is a privilege that may be removed upon sufficient justification. Personal use is permissible provided it does not interfere with the email system or with the individual's employment or obligations to ATSU. Employees who spend inordinate amounts of time with email or internet, outside their assigned duties, should be treated by their supervisors as they would for any other work-time problem. Refer to ATSU Policy No. [55-104: E-Mail Utilization Policy](#) for further details.

Key Control

Faculty members will be supplied with keys providing access to necessary areas of the University complex. Authorization for key issuance must be obtained from supervisors. Proper control of issued keys will be responsibility of the individual obtaining the keys from security. Duplication of keys, except as directed by security, is prohibited. Keys must be surrendered upon termination or loss of need for access.

Valuables

Employees are advised to not carry valuables or large amounts of money while on duty. ATSU does not assume responsibility for personal losses. ATSU reserves the right to inspect any unauthorized packages entering or leaving the premises. A lost and found is maintained in the security office on the Missouri campus and at the front desk on the Arizona campus.

Telecommuting

General Order [90-107: Telecommuting](#) outlines the institution's policy regarding employee requests for telecommuting privileges. Telecommuting may be a viable alternative work arrangement in cases where individual, job, and supervisor characteristics are best suited to such an arrangement. Telecommuting allows employees to work at home part of their regular workweek. Telecommuting is a voluntary work alternative, which may be appropriate for some employees and some jobs. It is not an entitlement, it is not a company-wide benefit, and it in no way changes the terms and conditions of employment with ATSU. This policy applies to employees whose primary work space is on-campus.

Work-at-home Policy

Faculty members are responsible for understanding University guidelines for approval to work from home on a regular basis. ATSU Policy No. [90-106: Work-At-Home Option](#) defines the work-at-home option and approval process. This policy only applies to faculty who have an on campus workspace and request to relocate to a home-based workspace on an extended or permanent basis.

Faculty Separation

Upon separation from the University, ATSU faculty are required to surrender all University property both physical and intellectual. All personal property belonging to the faculty member will be surrendered back to the faculty member on or before the day of separation.

Education General Orders

[20-100](#)

Faculty Credentials

A.T. Still University of Health Sciences (ATSU) employs competent faculty members qualified to accomplish the mission of the University. When determining acceptable qualifications of faculty, ATSU gives primary consideration to the highest degree earned in a discipline. ATSU also considers competence and effectiveness, including, as appropriate: undergraduate, graduate, and/or professional degrees; work related-experiences in the field; professional licensure, certifications, and continuing education documentation; honors, awards, continuous documented excellence in teaching; and other demonstrated competencies and achievements contributing to effective teaching and student learning outcomes.

[20-102](#)

Service Members' Tuition Assistance

<u>20-104</u>	Tuition Discounts for Employees, Employee Spouses and Children, Residential Students, Residents Student Spouses, ATSU Preceptors, and ATSU Alumni Taking Online Courses This general order states A.T. Still University of Health Sciences' (ATSU) policy relative to ATSU online programs' tuition discounts for ATSU employees, legally recognized spouses and children of employees, residential students and their legally recognized spouses, ATSU preceptors, and ATSU graduated alumni.
<u>20-105</u>	Posthumous Degree
<u>20-106</u>	ATSU Scholarships for Children of ATSU Faculty and Employees for Residential Programs
<u>20-108</u>	Off Campus Consultation
<u>20-109</u>	Honoraria for ATSU Faculty Members Participating in ATSU CME Programs
<u>20-110</u>	Technical Standards and Accommodations
<u>20-111</u>	On Campus Consultation
<u>20-112</u>	Grants and Research Reinvestment Policy
<u>20-113</u>	Misconduct in Science Policy
<u>20-115</u>	Additional Compensation for Faculty and Staff
<u>20-116</u>	Institutional Review Board Fees
<u>20-117</u>	Financial Conflict of Interest (FCOI) in Research
<u>20-118</u>	Disbursement of Clinical Research Income
<u>20-119</u>	Proposal Classification Policy
<u>20-120</u>	Research Participant Compensation

Chapter 4: Faculty Benefits

An overview of benefits may be accessed at the [Human Resources benefits page](#), found on the ATSU portal. Information includes dental insurance, disability insurance, flexible spending accounts, health insurance, life insurance, Medicare, and retirement plan. In addition, this same webpage allows faculty to access all relevant forms. Written HR policy supersedes any discussion below. Faculty should become familiar with all of the policies including, but not limited to, the following:

Compensation Policy

It is ATSU's policy to administer its compensation program in a manner that will attract well-qualified people and encourage them to utilize their talents and grow in their career development. Starting salaries are based on educational qualifications, previous experience, and current salaries being paid for similar positions within ATSU and the recruitment area, and availability of qualified applicants for the position.

All positions with ATSU have been evaluated in terms of the required skills and abilities, complexity, and degree of responsibility for the purpose of establishing relative worth in relationship to all jobs. Employees are paid a rate within the pay range to which the position is assigned.

Each position at ATSU is given a grade to determine the range of pay available for that position. New employees are normally paid the base rate of the established range for the pay grade into which they are being hired. Documented education and/or work experience beyond requirements of the job description may justify a rate of pay within the range above the base. Such documentation will be reviewed by the assistant vice president for human resources for approval.

The pay range for each job grade may be adjusted from time to time, as required by current economic conditions.

Payroll, Direct Deposits, and Payroll Advances

Faculty members are paid on the last workday of each month. If the last day of the month falls on a weekend, direct deposits will be processed on the prior Friday.

Pay periods for adjunct faculty are every two (2) weeks. The pay period begins and ends at midnight every other Saturday. Hourly employees are paid on the Friday following the end of each pay period.

Paystubs and W2 forms are available online at on the ATSU HR Portal

Payroll advances will be granted only in emergency situations and in accordance with ATSU Policy No. [50-104: Payroll Advances and Distribution of Paychecks Prior to Regular Payday](#)

Payroll Deductions

The following will be deducted from gross wages in accordance with federal and state laws and/or tax treaties:

1. Federal income tax;
2. State income tax;
3. FICA Tax (Social Security) and Medicare; and
4. Court-ordered wage garnishments, tax levies, and bankruptcy orders.

Employee salary and the number of listed exemptions on file in Human Resources according to the employee's W-4 form determine the amount of income tax deductions withheld from each paycheck. It is **the employee's** legal responsibility to notify Human Resources of any changes in the number of exemptions, address, or marital status. If an employee claims exemption from taxes, a new W-4 form must be completed each calendar year. In the event Human Resources does not receive a federal or state tax form, the default withholding will be the maximum defined by each agency.

Any W-4 form claiming exemption from withholding for the previous year expires on Feb. 16. Human Resources will begin withholding for any employee who previously claimed exemption from withholding but has not provided Human Resources a new W-4 form for the current year. If the employee does not provide Human Resources a new W-4 form, taxes will be withheld based on the last valid W-4 form Human Resources has for the employee not claiming exemption from withholding or, if one does not exist, as if he/she is single with zero withholding allowances. If the employee furnishes a new W-4 form claiming exemption from withholding after Feb. 16, Human Resources may apply the exemption to future wages, but does not refund taxes withheld while the exempt status was not in place. See IRS publication 15 (2013), (Circular E), Employer's Tax Guide.

New local and state forms must be completed if an employee moves to another state. The forms must be submitted to Human Resources in advance of relocation.

Other optional deductions may be taken, including payments for:

1. Dependent life insurance,
2. Supplemental life insurance,
3. Group medical insurance,
4. Dental insurance,
5. Vision insurance,
6. Employee supplemental retirement contributions,
7. United Way contributions,
8. Gifts to ATSU,
9. Flexible spending account (medical and dependent care),
10. Health savings accounts,
11. Thompson Campus Center family memberships, and
12. Other voluntary benefits.

Taxable benefits include:

1. Kirksville Aquatic Center,
2. East Valley Family YMCA, and
3. Basic life insurance in excess of \$50,000.

A statement of items deducted will be shown on each check stub. In the event of termination, all sums due to ATSU will be deducted from the final paycheck to pay accounts in full, unless other satisfactory arrangements are made.

Garnishments

A creditor may, through legal means, order ATSU to withhold a certain amount from an employee's paycheck. This type of claim is called a garnishment. Garnishments may only be changed or canceled through a court order. Upon receipt of a garnishment, the employee will be notified by the ATSU payroll director.

Jury Duty Compensation

Full-time faculty who are called for jury duty will be paid their regular salary while serving on a jury if the summons for jury duty falls on regular working days/hours. It is the employee's responsibility to notify his/her immediate supervisor of the starting and ending dates of such jury duty. A written notification from the court must be obtained and submitted that identifies actual time served in order for the time to be paid by ATSU. Employees may keep compensation paid by the court to the employee for service during jury duty. Please refer to ATSU Policy No. [90-313: Absence from Work for Jury Duty](#) for more details.

Grants and Research Reinvestment Policy

Of interest to researchers is the Grants and Research Reinvestment Policy outlined in ATSU Policy No. [20-112: Grants and Research Reinvestment](#). If faculty members are full-time faculty, the policy provides an opportunity for separate accounts to be established for the proportion of grant monies received by the University, which are attributable to the time faculty members devote to extramurally-supported research. Additionally, alternatives are provided to investigators as to the dispersion of funds for additional salary, purchase of equipment, attendance at scientific meetings, etc. The policy applies only to research grants and not to educational or service grants. Classroom teaching assignments may not be reduced as a result of participation in this policy except to meet departmental needs.

Intellectual Property Policy and Procedures

ATSU Policy No. [10-208: Intellectual Property Policy and Procedures](#) provides faculty with appropriate information related to protecting intellectual property of the University, its affiliates, and employees as well as a means of commercially exploiting any such property. The University is especially interested in guaranteeing inventions or other discoveries made by its employees are quickly and successfully transferred to the general public. This policy applies to all intellectual property conceived, first reduced to practice, written, or otherwise produced by any covered individual of the University.

Moving Expenses

ATSU may share allowable and appropriate moving expenses of new salaried employees as set forth in ATSU Policy No. [50-103: Moving Expenses for New Salaried Employees](#) if verifiable documentation exists and a discussion of moving expense with the appropriate school dean takes place prior to the move.

Medical Insurance

The medical insurance program is a comprehensive major medical program, which includes a pharmacy plan, and if elected, dental and vision coverage. Multiple plan options are available and dependent coverage is available for faculty and/or families of faculty, with the University sharing the cost of premiums. Plan documents are available by logging into the [Benefit Information](#) page. An employee is eligible the first of the month following 30 days of employment at ATSU. If an employee experiences a qualifying life event, as defined by the Department of Labor, the employee must contact human resources within 30 days to make applicable changes.

Discounted premiums are available to employees who participate in the Still Healthy Lifestyle program. In addition, ATSU Policy No. [90-317: Family and Medical Leave Act \(FMLA\)](#) provides detailed description of disability/salary benefits regarding Leaves of Absence.

Life Insurance

Full-time faculty are entitled to participate in the group life insurance program upon their date of hire. Basic life insurance and AD&D is provided by the University. Dependent life insurance and supplemental employee life insurance coverage is also available under this plan. The ATSU human resources department will provide details concerning participation in this program to eligible faculty.

Retirement Program

An overview of the retirement plan benefit may be found on the [Benefit Information](#) page. Detailed information or clarification may be obtained at any time from the ATSU human resources department.

Flexible Spending Accounts

ATSU allows employees to redirect a portion of their pay through payroll deduction into flexible spending accounts (FSA). The money that goes into an employee's FSA is deducted on a pre-tax basis. Employees may claim reimbursement from FSA accounts as eligible dependent care expenses and/or eligible medical expenses are incurred.

Short-term and Long-term Disability

Full-time faculty with at least one year of full-time service may be granted up to six (6) months' time off with pay for illness or injury, provided the leave is medically necessary. Short-term disability benefits will begin six weeks from the last day worked by the eligible employee and will terminate six months from the last day worked. Please refer to ATSU Policy No. [90-316: Short-Term Disability](#) for more details.

Qualifying faculty are eligible for participation in the group long-term total disability. This benefit is effective upon date of hire. The plan provides a monthly income in the event of total disability. The ATSU human resources department will provide details concerning an employee's eligibility for participation in this plan.

Paid Medical and Family Leave

All full-time faculty are awarded medical time at the beginning of each calendar year and is prorated for faculty who start or become eligible after January 1. Salaried employees are eligible for 30 cumulative working days of paid medical leave benefits per year. If medical leave is required beyond the 30 working days provided, and the employee has more than one year of continuous full-time service, a short-term disability leave may be approved. Refer to ATSU Policy No. [90-317: Family and Medical Leave Act \(FMLA\)](#).

Upon termination of employment, unused medical days are canceled and not payable. Refer to ATSU Policy No. [90-312: Paid Medical Leave Benefits](#) and ATSU Policy No. [90-318: Paid Medical Leave Benefits – California Employees](#) for more information regarding paid medical leave benefits.

Family and Medical Leave Act

In accordance with federal law, ATSU provides an eligible employee with up to 12 weeks of unpaid leave each year for any of the following reasons:

1. For the birth of a child and in order to care for that child.

2. For placement of a child for adoption or foster care and to care for the newly placed child.
 3. To care for an immediate family member (spouse, child, or parent) with a serious health condition.
 4. When the employee is unable to work because of a serious health condition.
 5. Up to twenty-six weeks for specified family member of military personnel.
- Faculty are eligible for FMLA if they have worked at least 12 months, at least 1,250 hours over the past 12 months, and work at a location where the University employs 50 or more employees within 75 miles. Whether an employee has worked the minimum 1,250 hours of service is determined according to FLSA principles for determining compensable hours or work. Refer to ATSU Policy No. [90-317: Family and Medical Leave Act \(FMLA\)](#).

Faculty absent for five consecutive days are required to apply for FMLA by contacting human resources to determine eligibility. In addition, employees will be required to submit a release to return to work for absences for five consecutive days or when released by a physician. Even though you may request 12 weeks of leave for the birth of a child, only time under the care of a physician will be compensated as paid medical leave benefits per ATSU Policy No. [90-312: Paid Medical Leave Benefits](#). The remaining leave will be counted as vacation, floating holidays, holidays, or unpaid time.

Please refer to ATSU Policy No. [90-317: Family and Medical Leave Act \(FMLA\)](#) for additional information.

Vacation Benefits

Vacation benefits may be found through the [Human Resources Policy Index](#) (ATSU Policy No. [90-309: Vacation Benefits](#)). Vacation benefits as well as faculty responsibility are outlined in this policy. Department chairpersons are responsible for approving all vacation and leave in their departments. Accounting of vacation and leave is accomplished through the ATSU Human Resources Department. Review ATSU Policy No. [90-309: Vacation Benefits](#) for information on the procedure to request leave.

Paid Holidays and Paid Floating Holidays

Full-time employees, regular or temporary, regardless of the length of employment, are eligible for the following paid regular holidays (ATSU Policy No. [90-308: Paid Holidays and Paid Floating Holidays](#)).

- New Year's Day
- Martin Luther King Jr. Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve day
- Christmas Day
- Winter Break (days between Christmas and New Year's holiday)

In departments and areas that must be in continuous operation, the department heads and supervisors are responsible for scheduling employees on holidays as equitably as possible to ensure necessary coverage.

Full-time regular employees with one year or more of continuous full-time service are eligible for three personal days with pay beginning each year after the anniversary date. These personal days are for eligible employees for personal business; observance of religious holidays, or any other reasonable purpose, provided the day has been prescheduled with the concurrence of the department head or supervisor. These days cannot be accrued from year to year but may be used in connection with regular holidays.

Bereavement (Compassion) Leave

In the event of a death in an employee's immediate family, time off may be granted. "Immediate family," as used in this section, refers to the employee's spouse, parent, child, brother, sister, grandparent, and in-laws. Other family members may be considered "immediate" at the discretion of an employee's immediate supervisor. It is an employee's responsibility to notify the supervisor as soon as possible regarding an absence from duty due to a death in the employee's family. Refer to the compassion leave form on the HR home page under Payroll Forms.

Full-time faculty will be granted up to five (5) days of bereavement leave with pay. If leave beyond five days is necessary, or if bereavement is not for an immediate family member, an employee may request vacation time through the immediate supervisor. Refer to ATSU Policy No. [90-314: Bereavement Leave](#) for further details.

Fitness Program

Employees may be eligible for paid release time to exercise and biannual fitness assessments held at the TCC in Kirksville and YMCA in Mesa. Full-time employees who are program participants may use one-half hour of ATSU time to participate three days per week with prior supervisor approval.

On the Kirksville, Mo., campus:

Thompson Campus Center: Employees have a free Thompson Campus Center membership. Spouse and family memberships are available. This may be deducted from the employee's paycheck or paid directly to the TCC. TCC provides scheduled fitness activities and exercise classes.

Kirksville Aquatic Center: ATSU has partnered with the Kirksville Aquatic Center to offer employees and their families pre-paid memberships. ATSU will pay the membership fee and employees are responsible for the applicable tax at the fair market value of the membership. A signed agreement must be completed by each employee wishing to participate.

Membership discounts for the Adair County YMCA and Northeast Regional Health and Fitness Center may be available to employees. Details may be obtained by contacting human resources.

On the Mesa, Ariz., campus:

YMCA: ATSU has partnered with the East Valley YMCA to offer free membership for employees. The membership is a valley-wide membership. ATSU pays the cost of the membership, and employees are responsible for the applicable tax of the fair market value of the membership. An agreement with HR must be completed by each employee wishing to participate.

Employee Data Changes

If there is a change in an employee's name, address, telephone number, marital status, number of dependents, beneficiaries, or emergency contact, it is the employee's responsibility to inform human resources. This information may affect benefits. There is a 30-day window of opportunity to make changes following a qualifying life event, as defined by the Department of Labor.

Reimbursement for Travel Expenses

ATSU Policy No. [50-101: Reimbursement for Travel Expenses](#) refers to the policy regarding the reimbursement by the University for expenses incurred by employees while traveling for the University. Prior approval, in writing must be obtained from the department head and appropriate administrator before taking a trip on business when reimbursement for expenditures is expected.

Library, Printing, and Multi-media Services

A.T. Still Memorial Library (ATSMlib) provides library and multimedia resources and services to support the A.T. Still University of the Health Sciences' schools and programs on both the Missouri and Arizona campuses. The ATSMlib provides an array of evidence-based resources and services that support both the students in their educational activities and the faculty in their teaching and research. It takes advantage of the electronic-based information resources that have developed since the emergence of the Internet. The ATSMlib's collections are a blending of print and electronic resources that bring access to evidence/information into the curriculum and clinical rotations of the students.

The Library has set up liaison librarians who work specifically with each school.

Access to and use of the ATSMlib's electronic resources is facilitated through its web site (www.atsu.edu/atsmlib) and its Still OneSearch which is a single search box that searches all of the Library e-books and e-journals and many of its databases. The web site provides access to and facilitates use of over 20,000 electronic, full text clinical journals, over 160,000 e-books including over 20,000 full text medical and dental books and an array of web-based health information-based vendors. In addition to providing an extensive, web-based digital library, both ATSMlib Missouri and Arizona provide a full range of mediated services, including training and assistance in subject searching, strong document delivery and interlibrary loan services, and one-on-one, small-group and classroom training in effective use of the ATSMlib's resources and collections.

The Library's Educational Technology Development Center (ETDC) supports faculty's use of ATSU's educational technology by providing one on one assistance to faculty in using these resources and platforms. The ETDC also has a Creation Station computer station that faculty may use in creating digital content with, if needed, assistance from the ETDC staff.

- A.T. Still Memorial Library Website: <http://www.atsu.edu/atsmlib>
- About AZ Library: <http://www.atsu.edu/atsmlib/about.asp>
- Educational Technology Development Center: <http://guides.atsu.edu/academictechttools>
- Library Quick Links: <http://www.atsu.edu/atsmlib/databases.asp>
- Library Site Map: <http://www.atsu.edu/atsmlib/siteindex.asp>
- Library Database Help Page: <http://www.atsu.edu/atsmlib/databasehelp.asp>

Parking Regulations

Employees utilizing ATSU parking lots on the Kirksville, Missouri, and Mesa, Arizona, campuses must register the vehicle(s) with facilities and appropriately display a parking sticker. Parking in disabled or designated patient area parking may result in fines or disciplinary action up to and including termination of employment. Please refer to ATSU Policy Nos. [90-116: Parking Regulations – Kirksville Campus](#) and [90-117: Parking Regulations – Mesa Campus](#).

Consideration will be given for reasonable accommodations related to parking spaces. Contact Human Resources by calling 660.626.2790 (Missouri) or 480.219.6007 (Arizona).

Security and Emergency Notification

Faculty members should become familiar with campus security measures, appropriate security numbers, and the additional security resources. This information may be accessed through the main [Security](#) page. Please review in relation to “General Responsibilities” on page 33.

Chapter 5: Additional Faculty-related University General Orders

ATSU's Policy Manual contains current and relevant policies and procedures, referred to as general orders. The ATSU Policy Manual is the definitive source of all operating policies relating to faculty and faculty are bound by the current ATSU Policy Manual. The most current version of the ATSU Policy Manual is available on the Human Resources Portal.

Introduction to General Orders

A.T. Still University (ATSU) is committed to encouraging and maintaining a civil and respectful environment in which professionals at all levels interact with one another exhibiting a clear understanding and ownership of the values of ATSU and work together to enthusiastically advance the mission and vision of the institution. This introduction to general orders represents the way ATSU and its employees and students conduct business and the lens through which the general orders should be followed and enforced. Therefore, as a university community:

- A. We value our mission to serve as a learning-centered university dedicated to preparing highly competent professionals through innovative academic programs with a commitment to continue its osteopathic heritage and focus on whole person healthcare, scholarship, community health, interprofessional education, diversity, and underserved populations.
- B. We value cooperation and collaboration with each other to advance common University goals.
- C. We value respectful and welcoming interactions that reflect kindness and courtesy.
- D. We value the humble pursuit of advice from others and the exercise of wise judgment in decision-making and problem-solving.
- E. We value thoughtful debate and constructive criticism of ideas to foster individual and group advancement and success, and we value engaging in compassionate conflict resolution.
- F. We value a caring and nurturing environment that holds each other accountable in a humanistic way, and we rely on each other to honor professional commitments.
- G. We value all fellow employees and students as individuals.
- H. We value the infectious positivity that mutual respect promotes and encourage student, faculty, and staff volunteerism to inspire such mutual respect in our communities.
- I. We value reaching out to others to encourage a professional, civil, and compassionate climate; paraphrasing the words of Dr. Andrew Taylor Still, we value extending to each other the gentle touch of the soft hand of human kindness.

Code of Ethical Standards

As a learning-centered university dedicated to preparing highly competent healthcare professionals, all members of the ATSU community must promote and adhere to the highest ethical standards of professional, academic, and community conduct. Employees should be aware of and comply with the expectations for conduct outlined in ATSU Policy No. [10-220: ATSU Code of Ethical Standards](#).

Copyright Policy

Faculty members are responsible for adhering to guidelines for copying and use of copied materials. ATSU Policy No. [10-206: Copyright](#) defines the University's copyright policy and ATSU Policy No. [10-207: Copying and Use of Copyrighted Materials](#) defines copying and use of copyrighted materials. Faculty members are advised to use the copyright guidelines provided in the [A.T. Still Memorial Copyright Policy of Course Readings and Reserves](#) to ensure compliance with copyright law. For more in-depth information, [click here](#).

Faculty members are recommended to use the following statement in all course syllabi: “The copyrighted materials available in this class are for educational use only. One copy per student is permitted for educational purposes. Redistribution is not permitted.”

ATSU libraries observe the Fair Use Guidelines for the Educational Use of Copyrighted Materials. ATSU libraries generally recommend copyright permission be sought when:

1. The material is NOT owned by the ATSU libraries and is being used by the same instructor for the same course for more than one semester.
2. The amount of material used from a book or single journal issue exceeds what is deemed to be within Fair Use.

It is the instructor's responsibility to obtain permission, but the ATSU Libraries will assist faculty if needed. All copyrighted material is password-protected to ensure it is restricted to class members only. Materials should not be used to create, or to replace or substitute for anthologies, compilations, or collective works.

Employment of Relatives

If two employees in the same department are family members or become related by marriage or otherwise, and one is or would be placed in the position of evaluation, rewarding, or disciplining the other, one of them must transfer to a vacancy within the institution within three months and must provide the appropriate school officer (i.e., dean or senior vice president–academic affairs) with an acceptable written plan transferring these evaluative, rewarding, or disciplinary responsibilities to another appropriate employee, or the employee with the least seniority must resign or be terminated. ATSU Policy No. [90-105: Employment of Relatives](#) further delineates the employment of relatives. Please review in relation to “Dual Relationships on page 32.

All general orders relevant to the following subjects are located in the policy manual.

- [Executive](#)
- [Education](#)
- [Patient Care \(Clinical\)](#)
- [Professional Affairs and Discipline](#)
- [Financial and Accounting](#)
- [Information Technology](#)
- [Administration of Clinics and Clinical Programs](#)
- [Material Management](#)
- [Museum](#)
- [Confidentiality of Information/HIPPA](#)
- [Human Resources Policies](#)
- [Facilities Management](#)

Chapter 6: Procedure for Revision of the Faculty Handbook

The Faculty Handbook will be reviewed annually by the Faculty Handbook Subcommittee of the University Faculty Senate. This review will be coordinated with human resources to ensure the Handbook is in agreement with the current [ATSU Policies Manual](#). Approval of minor changes in the Handbook, including updates of ATSU policies and general orders, requires a simple majority of voting members of the senate. Addition of new Handbook documents or revision of previously approved Handbook documents will require review and approval in accordance with article XI of the UFS bylaws.

Approvals (signatures and dates)

ATSU Faculty Senate: _____

SVPAA: _____

President: _____

APPENDIX A

KIRKSVILLE COLLEGE OF OSTEOPATHIC MEDICINE

APPENDIX B

ARIZONA SCHOOL OF HEALTH SCIENCES

APPENDIX C

COLLEGE OF GRADUATE HEALTH STUDIES

APPENDIX D

ARIZONA SCHOOL OF DENTISTRY & ORAL HEALTH

APPENDIX E

SCHOOL OF OSTEOPATHIC MEDICINE IN ARIZONA

APPENDIX F

MISSOURI SCHOOL OF DENTISTRY & ORAL HEALTH

APPENDIX G

UNIVERSITY FACULTY SENATE CONSTITUTION & BYLAWS Revised 05/28/10

Article 1: Purpose

The faculty members of the A. T. Still University of Health Sciences require a forum to discuss common challenges and potential solutions related to their academic responsibilities. The University Faculty Senate (UFS) will serve as an advocate for the university faculty as a whole and for effective student learning and achievement. Subject to the provisions of this Constitution, the UFS will be the faculty voice that provides the President input concerning university-wide faculty challenges and solutions. It shall also advise the President about the development of university-wide policies that are related to the Faculty's academic responsibilities. Such input will be given independently, coherently, rationally, and with mutual respect.

Article 2: Function and Duties of the UFS

The UFS serves as the representative body of all ATSU faculty to express ideas and challenges to the President. The UFS will meet regularly with the President to provide advice about issues of concern to the faculty.

The duties of the UFS are to represent the faculty to the President, and as may be requested by the President, represent the President to the faculty. The responsibilities and powers of the faculty remain with the faculty as a whole; however, faculty opinion with regard to university-wide issues will normally be articulated through the UFS as provided in this Constitution.

The UFS will assist the President in the formulation of policies and to review decisions made pursuant to the General Orders concerning Promotion and Tenure, Faculty Grievances, and Unethical/Unprofessional Conduct.

Article 3: Membership of the UFS

The UFS is a representative body of all ATSU faculty and consists of Senators elected from the University Faculty as specified in Article 3, Section 1. University Faculty is defined as faculty members eligible to serve on their respective assembly, council, or senate who do not hold an administrative position (defined as persons with the following title(s); President, Vice-President, Provost/Associate/Assistant, Dean/Vice/Associate/Assistant, and anyone who supervises or evaluates faculty and reports directly to the Dean of their school or college). The UFS consists of voting representatives (Senators) elected by the University Faculty of their respective college or school.

Section 3-1: Election of University Faculty Senators

Two faculty members from each college or school shall be elected and serve as Senators. The UFS will request each college and school of ATSU to conduct nominations and elections of their nominees from

those eligible to serve on their assembly, council, or senate. The term of the Senators will begin January 1st of each year. Senators may be added or eliminated in the event that the University creates or eliminates a college or school. Senators shall be elected to the UFS as determined by each college or school's faculty assembly, council, or senate*. If a university faculty member has an appointment with two or more of the schools and colleges at ATSU they may not be a Senator for any of the colleges or schools if they hold any of the administrative titles listed above. Eligible faculty members with joint appointments may serve as Senator for only one college or school at a time.

*Colleges or schools that have yet to form an assembly, council, or senate will have two non-voting faculty representatives on the UFS. These representatives will be elected by the faculty at their college or school and shall not be appointed by their administration.

Section 3-2: Terms of University Faculty Senators

All Senators will serve two-year terms, and may not serve more than three consecutive full two-year terms without an intervening two-year absence. Terms of office of the first UFS will be determined as follows. One Senator from each school or college will by random draw, be designated to serve a one year term and the other from each school or college will be designated to serve a two year term. The terms of these initial Senators (including non-voting Senators) shall be determined at the first meeting of the elected UFS.

Section 3-3: Officers of the UFS

The UFS will elect a Chairperson, Vice Chairperson, and Secretary as officers, for terms of two years.

Section 3-4: Election of UFS Officers.

All officers will be elected by the UFS. Any member of the UFS may make nominations. Voting will occur at any regularly scheduled meeting of the UFS. A majority vote of Senators is needed to elect. The outgoing Chairperson, if not a continuing member of the UFS, will serve as a non-voting advisor to the UFS for one year. See Article 7 for replacement of UFS officers in the event of a vacancy, recall, or removal.

Article 4: Responsibilities of the UFS

The responsibilities of the UFS relate to Policy, Curriculum and Programs, the University Faculty Handbook, Promotion and Tenure, Faculty Evaluation, Grievances, Unethical/Unprofessional Conduct, University Faculty Votes, and other issues not heretofore mentioned.

Section 4-1: Policy

The UFS shall be the representative body of the Faculty to discuss and propose academic and faculty policies to the President.

Section 4-2: Curriculum and Programs

The UFS will review and assist the President in facilitating major changes in academic or research programs that are of an inter-college or inter-school nature or which have significant inter-college or inter-school impact. Changes in academic and research programs within a particular school or college are considered

a matter for each school or college's faculty to discuss with the chief academic officer of their respective school or college.

Section 4-3: University Faculty Handbook

The members of the UFS will review and advise the President concerning the contents of the University Faculty Handbook subject to provisions within the General Orders which shall take precedence.

Section 4-4: Promotion and Tenure

The UFS will review and make recommendations to the President about policies and procedures regarding faculty promotion/tenure that have significant inter-college or inter-school impact. However, subject to provisions within the General Orders, the UFS will not act on issues concerning an individual's promotion or tenure.

Section 4-5: Faculty Evaluation

The UFS may approve instruments used in the evaluation of faculty performance and assure standardized practices across the University.

Section 4-6: Grievances

The UFS shall have a representative on any Peer Review Panel which involves resolution of faculty grievances that have a significant inter-college or inter-school impact. Subject to provisions within the Faculty Handbook and General Orders which shall take precedence, the UFS may review and make recommendations related to procedures regarding the resolution of faculty grievances at a particular college or school.

Section 4-7: Unethical/Unprofessional Conduct

The UFS will review and make recommendations about standards for ethical and professional conduct of the faculty. The UFS shall have a representative on any Peer Review Panel which involves a charge of unethical/unprofessional conduct that has significant inter-college or inter-school impact. Subject to provisions within the Faculty Handbook and General Orders which shall take precedence, the UFS may participate in any Peer Review Panel for faculty charged with unethical or unprofessional conduct at a particular college or school.

The UFS shall have a representative on any group that hears appeals of adverse decisions regarding unethical/unprofessional conduct if the appeal has significant inter-college or inter-school impact. Subject at all times to provisions within the Faculty Handbook and General Orders which shall take precedence, the UFS, may also hear appeals of adverse decisions regarding unethical/unprofessional conduct at a particular college or school. The Chairperson of the UFS will inform the President of its recommendation in these appeals.

Section 4-8: University Faculty Votes

Occasionally, the UFS or the President may request the input of all the University Faculty in such a way that a ballot is required. The UFS, as the faculty voice of the colleges and schools of ATSU, will assume responsibility for distributing the ballots, tabulating the results, and making the results known to the appropriate parties. Some faculty votes may require anonymity of the faculty and the UFS will serve to maintain the confidentiality of the faculty in these instances.

Section 4-9: Other Faculty Issues

Unless otherwise limited or restricted by a Faculty Handbook, General Orders or this Constitution, the UFS will review and make recommendations to the President about any issue of substance brought to the UFS's attention by the faculty at the schools and colleges.

Article 5: Meetings and Rules of Procedure

There are two types of meetings of the UFS: Regular and Emergency. Robert's Rules of Order (Revised) will be used in the conduct of all business at any meeting of the UFS. The UFS shall permit any or all of its Senators or their Alternates (as defined in Article 5, Section 1, paragraph 3) to participate in a regular or emergency meeting by, or conduct the meeting through the use of, any means of communication by which all Senators or their Alternates participating may simultaneously hear each other during the meeting. A Senator or his or her Alternate participating in a meeting by this means is deemed to be present in person at the meeting.

Section 5-1: Regular Meetings

The UFS will meet regularly but not less than six times per year, at a time convenient to the majority of its members.

At least one meeting each year will be a face-to-face meeting with all the Senators who can attend meeting at the same location. The President will be informed of the place and time of the face-to-face meeting and will have the right to change the location of the meeting due to budgetary considerations.

If a Senator is unable to attend a regular or emergency meeting of the senate, he or she may designate an Alternate to temporarily represent the college or school in the Senator's absence. In such case, the Senator shall provide the Chairperson of the UFS the name of the Alternate prior to the meeting of the Senate. Alternates shall have the same voting rights as the absent Senator. Alternates may not hold an administrative position.

Section 5-2: Emergency Meetings and Alternate Members

Either the Chairperson or a simple majority of Senators acting in concert may call an emergency meeting of the UFS. If the elected Senators are available, Alternates will not be included in the simple majority needed to call an emergency meeting of the UFS. The person or group requesting the emergency meeting of the UFS must provide an agenda for the meeting, and give all Senators a minimum of 48 hours advance notice. All emergency meetings are considered closed meetings.

Section 5-3: Quorum

The presence of a simple majority of the duly elected voting Senators of the UFS shall constitute a quorum. The majority of this quorum must vote affirmatively to validate any UFS action.

Article 6: Repeal of UFS Action

Any action of the UFS may be voided by a simple majority vote of the colleges and schools. To void a UFS action, each college or school is given one vote. A vote to void a UFS action must result from a majority of the faculty at that school or college voting affirmatively to void a UFS action. The college or school's assembly, council or senate will send out the ballot, collect the votes, and calculate the results of the University Faculty vote at their respective school or college. The vote to void a UFS action will then be sent by each school and college to the President's office. The votes will be counted and the results of the vote will be sent by the President's office to the UFS and the University Faculty at each school and college.

Article 7: Recall and/or Removal of UFS Officers and Vacancies

Any officer may be removed from office upon a 2/3 majority vote of the full UFS. A vote shall not be taken unless a petition signed by at least 40% of the Senators has been filed with one of the officers of the UFS and is attached to the agenda for the meeting at which the vote shall be taken.

If an office other than Chairperson is vacated by recall, resignation, or other cause, the UFS shall elect at its next meeting a successor for the unexpired term. If the office of Chairperson becomes vacant, the Vice Chairperson will assume the office of Chairperson for the unexpired term. The UFS shall elect a new Vice Chairperson at its next regularly scheduled meeting.

Section 7-1: Recall and/or Removal of Senators

Senators may be removed from office either by resignation or recall. Recall shall be for cause, defined as:

- three absences from regularly scheduled meetings without reasonable cause and without assigning an Alternate during a single year. The responsibility of reporting cause to the Chairperson lies with the Senator.
- sustained failure to represent the stated interests of the faculty of the college or school from which the Senator originates. In this case, a recall petition must be submitted to the Chairperson of the UFS from 2/3 of the members eligible to serve on their college or school's assembly, council, or senate. This college or school vote to remove a Senator must be conducted by the faculty assembly, council, or senate of that college or school.

Article 8: Reports and Minutes of the UFS

Actions of the UFS will be recorded by the Secretary. Minutes shall be approved in an open meeting. The approved minutes of these meetings shall be made available to all members of the University Faculty.

The Chairperson of the UFS or his or her designee will communicate with the President regularly and upon request concerning the activities of the UFS. The UFS, through its Chairperson, shall upon request of the

President provide a written report on both its activities and the general state of the University Faculty for the Board of Trustees' fall and spring meetings. These reports will be completed not less than two (2) weeks prior to the Board of Trustees meeting, and they shall be provided to the President, the chief academic officer of each college and school, and the University Faculty. If authorized by the Board of Trustees, the UFS shall have the right to address the Board during the Board's regularly scheduled meeting.

Article 9: Committees and Subcommittees of the UFS

The UFS may establish standing committees, special committees, or ad hoc committees as it deems necessary to fulfill its function. Senators or members of the University Faculty as designated by the UFS may staff these committees. Committees will report matters of current concern within their respective jurisdictions to the UFS on their own initiative or pursuant to specific procedural instructions as described by the UFS.

Article 10: Empowering Procedure

This Constitution shall become the governing document of the UFS upon 1) formation of a faculty assembly, council, or senate at each of the four schools and college of ATSU (A faculty assembly, council, or senate will be considered formed after having written a constitution approved by at least a simple majority of their school or college faculty and by the President.) 2) approval by each college and school at ATSU (A college or school will have approved the constitution following a two-thirds vote of approval of the University Faculty who are present and vote at each college and school by secret ballot), and 3) approval by the President of the University. The Senators serving to create the UFS Constitution shall administer a secret ballot for their respective school or college and tabulate the results for their school or college. The Senators shall then convene a meeting to determine if each school and college of the university has approved the UFS Constitution. Approval carries with it intent of both the UFS and the President to cooperate in matters relevant to the faculty and University.

Article 11: Amendment Procedure

The Constitution of the UFS is intended to be a dynamic document. As such, amendments may be proposed as the need arises. An amendment to the Constitution of the UFS may be proposed through a petition to the Chairperson of the UFS that must be signed by the chairperson of one of the college or school's assembly, council or senate indicating that the petition was approved by a majority vote of that school or college's faculty assembly, council, or senate; or by at least 10 members of the University Faculty (as defined in Article 3: Membership of the UFS) or by a majority vote of the UFS present to vote.

The proposed amendment to the Constitution must then be approved by a majority vote of the entire UFS. Once approved, the proposed amendment to this Constitution shall be distributed to the University Faculty and the President of the University at least four weeks prior to its consideration at a meeting of the University Faculty at their respective schools or colleges. The University Faculty Senators will call these meetings, preside over the meetings, distribute the ballots, and tabulate the results for their respective school or college. The Senators will then present the results of the vote from their school or college at a meeting of the UFS. (Each college or school is given one vote.) The results will be tabulated and passage of any constitutional amendment shall be by a simple majority of the colleges and schools of the university voting in favor of the amendment. A college or school is considered to be in favor of the constitutional

amendment if at least 2/3 of their faculty who vote is in favor of the amendment. Any constitutional amendment approved by the majority of the colleges and schools of the university must also be approved and signed by the President.

Bylaws of the University Faculty Senate (UFS) **Revised 11/11/14**

Article I. Purpose:

The University Faculty Senate Constitution will act as a general guide concerning the conduct of the University Faculty Senate. The Bylaws further define the Senate roles and functions. The University Faculty Senate will develop and revise the Bylaws as necessary in order to meet the purpose established in the Constitution.

Article II. Duties of the Senate:

The University Faculty Senate shall adhere to the Purpose as outlined in the University Faculty Senate Constitution. The University Faculty Senate will share information from each school and interact with administration to identify appropriate issues. Additional duties include, but are not limited to:

- a) gathering information from each school on processes and procedures in areas such as promotion and tenure, faculty professional development, faculty service, enhancement and support of scholarly activity;
- b) as appropriate, discussing with the President organization of the administrative structure;
- c) addressing university-wide academic calendar and faculty contracts;
- d) holding all-ATSU "town-hall" meetings;
- e) discussing adherence of schools to school and University policies.

Article III. Membership:

Section 1. Non-Voting Guests:

President and Vice President - Academic Affairs (VPAA) may be extended an open invitation to present remarks during the first 15 minutes of each meeting. The President and VPAA:

- a) are non-voting;
- b) are not ex-officio;
- c) will be given the meeting schedule in advance to allow for planning;
- d) will be asked to leave the meeting after the first 15 minutes;
- e) may be excluded from the meeting when the Senate goes into executive session;
- f) may request attendance at a University Faculty Senate meeting through the Chairperson who will then present the invitation to the senate members for approval.

The University Faculty Senate may invite other guests as appropriate.

Section 2. Voting Membership:

As stated in the UFS Constitution:

“Section 3-1: Election of University Faculty Senators Two faculty members from each college or school shall be elected and serve as Senators. The UFS will request each college and school of ATSU to conduct nominations and elections of their nominees from those eligible to serve on their assembly, council, or senate. The term of the Senators will begin January 1 of each year. Senators may be added or eliminated in the event that the University creates or eliminates a college or school. Senators shall be elected to the UFS as determined by each college or school’s faculty assembly, council, or senate. If a university faculty member has an appointment with two or more of the schools and colleges at ATSU they may not be a Senator for any of the colleges or schools if they hold any of the administrative titles listed above. Eligible faculty members with joint appointments may serve as Senator for only one college or school at a time.”

Section 3. Election Cycles:

The Secretary of the Senate shall send the requests for election to the schools on September 1 so the new Senators can begin service January 1.

Alternates or Replacements to the University Faculty Senate will be subject to the policies set forth by each school. If there is no alternate then the school senate chairperson may appoint an alternate, or call for an internal election, to serve out the term of the replaced Senator. Each school can determine the timeline needed for replacement of Senators.

Terms of office will be two years as specified in the Section 3-2: Terms of University Faculty Senators of the University Faculty Constitution.

Article IV. Officers and Duties:

Section 1. Duties of the Officers and Members of the University Faculty Senate:

a) Chairperson

The Chairperson shall:

- 1) preside at meetings of the University Faculty Senate;
- 2) set the agenda for meetings of the University Faculty Senate with the approval of the University Faculty Senate;
- 3) serve as liaison of the University Faculty Senate to the University Administration;
- 4) be the spokesperson of the University Faculty Senate to the University Administration on all internal University matters;
- 5) act as official spokesperson for the University Faculty Senate to outside entities with legal and administration consultation;
- 6) designate an alternate official spokesperson when necessary;
- 7) form ad-hoc committees as needed;
- 8) designate representatives/liasons as appropriate for various University committees.

b) Vice Chairperson

The Vice Chairperson shall:

- 1) assume the office and duties of Chairperson in the event of the Chairperson's absence, resignation, or removal from office;
- 2) preside at University Faculty Senate meetings in the absence of the Chairperson;
- 3) represent the University Faculty Senate on appropriate University committees.

c) Secretary

The Secretary shall:

- 1) keep minutes and records of all the proceedings of the University Faculty Senate;
- 2) help the Chairperson in creating and disseminating the meeting agendas;
- 3) request the schools to elect Senators when needed;
- 4) serve as parliamentarian of the senate meetings;
- 5) promptly distribute the approved minutes of University Faculty Senate meetings to appropriate parties;
- 6) maintain official file of executive meetings to pass to successor;
- 7) receive and record copies of various University Faculty Senate committee minutes and reports.

d) Senators

The Senators shall:

- 1) attend, participate in, and vote at meetings of the University Faculty Senate;
- 2) serve on such committees as the University Faculty Senate shall designate;
- 3) represent the faculty views of their schools (in person or by their alternate) to the University Faculty Senate;
- 4) report actions and views of the University Faculty Senate to their respective schools.
- 5) provide regular reports of the activities and actions of the University Faculty Senate to their faculty assembly, council, or senate. The Senators' faculty assembly, council, or senate will determine the frequency and type of report they will provide.

Section 2. Voting:

Approval of motions will be carried by a simple majority (unless otherwise specified within these Bylaws). If, during discussion of an issue, at least one Senator states he or she needs more time to consider the matter the Senate will vote on tabling the matter until the next meeting to allow additional time to consider the issues surrounding a vote. Senators will take issues of concern to the individual schools' faculty assembly, council, or senate for discussion. During the next scheduled University Faculty Senate meeting the Senators will discuss the matter again and vote on the motion.

Article V. Meetings of the Senate:

Section 1. The University Faculty Senate will meet regularly, but no less than six times a year, at a time convenient to the majority of its members. At least one of these meetings each year will be a face-to-face meeting with all the Senators who can attend meeting at the same location. This meeting may alternate between campuses. The presence of a simple majority of the voting members of the University Faculty Senate shall constitute a quorum. The majority of this

quorum must vote affirmatively to validate any action. The Chairperson will use Robert's Rules of Order during University Faculty Senate meetings. The Chairperson will set the agenda for meetings of the University Faculty Senate, at least 48 hours in advance of the meeting. Any faculty member from a school may suggest agenda items for this meeting, through their Senator.

Section 2. Absences of Senators:

If a Senator must be absent from a meeting, the Senator may assign as an alternate another faculty member from the school, who will attend the meeting in his or her stead. The Senator will identify an alternate to the Chairperson of the University Faculty Senate at least 24 hours, if possible, prior to the meeting. Such alternates may attend the meetings and vote in place of the missing Senator. Alternate status is voided if the regular Senator attends the meeting. Senators may be removed from office by either resignation or recall as outlined in Section 7-1: Recall and/or Removal of Senators of the University Faculty Senate Constitution.

Section 3. Emergency Meetings:

As specified in Section 5-2: Emergency Meetings and Alternate Members of the University Faculty Senate Constitution, either the Chairperson or a simple majority of Senators acting in concert may call an emergency meeting of the University Faculty Senate. The person or group convening the University Faculty Senate must provide an agenda for the meeting, and give all Senators 48 hours advanced notice. All emergency meetings are considered closed meetings. At an emergency meeting, only agenda items supporting the purpose of the meeting will be discussed.

Section 4. Attendance at Meetings:

University Faculty Senate meetings are open to all University Faculty. However, University Faculty may not attend executive sessions when confidential material is to be discussed. Individuals who are not University Faculty may attend University Faculty Senate meetings only by invitation of the Chairperson or as directed by the University Faculty Senate.

- a) Administration will attend University Faculty Senate meetings by invitation only;
- b) Executive session constitutes a closed-meeting.
- c) Non-Senators may address the University Faculty Senate only when recognized by the chair.
- d) Once per quarter the President/Chair of each College or School's Assembly/Senate may be invited to attend
- e) A Town Forum meeting for all faculty may be held annually

Article VI. Repeal of University Faculty Senate Actions:

Any action of the University Faculty Senate may be voided by a simple majority vote of the schools. If one school's faculty assembly, council, or senate would like to repeal an action they can express concern to the University Faculty Senate. The University Faculty Senate Chairperson will contact each school's faculty assembly, council, or senate Chairperson to request a vote. To

void a University Faculty Senate action each school is given one vote. A vote to void a University Faculty Senate action must result from a majority of the University Faculty at that school voting affirmatively to void a University Faculty Senate action. The vote to void a University Faculty Senate action should be conducted by the faculty assembly, council, or senate of the schools. Each faculty assembly, council, and senate will provide the results of their school's vote to the University Faculty Senate and the Senate action will be voided if a majority of the schools voted in favor of voiding the action.

Article VII. Reports and Minutes of the University Faculty Senate:

Section 1. Actions of the University Faculty Senate will be recorded by the Secretary in the form of 1) meeting minutes for distribution to interested parties, most particularly the university faculty through the faculty assembly, council, or senate of each school, each school's chief academic officer, and the President of the University (The chief academic of each school is the person who has the title of Dean or Provost), and 2) executive session reports for distribution within the University Faculty Senate.

Meeting minutes for distribution outside the University Faculty Senate will generally mention that an action occurred regarding tenure/promotion, grievances, or disciplinary action of individuals, but will in no event contain particulars. No Senator names will be identified in voting results, only numbers of votes. Minutes shall be approved in open session; such approval shall apply to both executive and meeting minutes. Executive minutes are for internal use only and not to be distributed.

Section 2. Reports and Minutes of the University Faculty Senate Committees:

Committees will keep and approve minutes of their meetings. Committee reports will be submitted to the University Faculty Senate Secretary for storage and distribution to the Senate. The Senate will review and accept committee reports.

Article VIII. Committees:

Standing committees with one-year membership include:

- a) Faculty Handbook
- b) University Faculty Senate Constitution and By-Laws
- c) Academic affairs

The Chairperson will invite Senators and faculty to serve on ad-hoc committees (allowing right of refusal) as needed. Term of committee and membership lasts as long as needed to fulfill committee purpose. Purpose will be specified prior to the formation of the ad-hoc committee.

Article IX. Requests to Communicate with the Board of Trustees:

Upon a two-thirds University Faculty Senate voting membership agreement the Chairperson of the UFS will be authorized to communicate with the Board of Trustees.

Article X. Process for Creation and Approval of University Faculty Handbook Documents

A committee of the University Faculty Senate will create a document for potential placement in the University Faculty Handbook. Once the document has been completed by the committee the document will be reviewed by the University Faculty Senate. After review and revision, if any, the University Faculty Senate will vote to send out the document to the university faculty for their review and feedback. If a majority of voting senators approves the document for University Faculty feedback the document will be sent to the entire University Faculty for their review and feedback. The document may be sent directly to the entire University Faculty or it may be sent to each school/college faculty organization to send to their faculty members. Each faculty organization may then compile the faculty feedback and then send it on to their University Faculty Senator for consideration by the University Faculty Senate. If the document was sent directly to the entire University Faculty then the University Faculty Senate committee will be responsible to request University Faculty feedback and to compile that feedback.

The University Faculty Senate committee may then modify the document based on University Faculty feedback. The University Faculty Senate will then be given the revised document. The Chairperson of the University Faculty Senate will do a first reading and present for discussion the revised document at one meeting. A second reading and a vote on the revised document will occur at the next scheduled meeting. If approved by a majority vote of the University Faculty Senate the document will be sent to the SVPAA and President for their review. If the document is not approved the document will be sent back to the committee along with suggestions for changes and, if possible, another first and second reading of the revised document will occur followed by a vote of the University Faculty Senate for submission to the SVPAA and President.

The Chairperson of the University Faculty Senate or their designee will send the University Faculty Senate approved document to the SVPAA and President. Revisions made by the SVPAA and President will be sent to the Chairperson of the University Faculty Senator. The changes may be considered by the University Faculty Senate or may be sent to the University Faculty Senate committee for discussion and revision. After consideration of the revisions the document will be sent to the University Faculty Senate for their consideration. The Chairperson of the University Faculty Senate will do a first reading and present for discussion the revised document at one meeting. A second reading and a vote on the revised document will occur at the next scheduled meeting. If approved by a majority vote of the University Faculty Senate the document will then be placed in the University Faculty Handbook. All University Faculty Senate Handbook policies will come into full effect on July 1st following the final University Faculty Senate vote.

If the document cannot be approved by the University Faculty Senate then the Chairperson or their designee will discuss the issues preventing approval with the SVPAA. If discussions with the SVPAA can resolve the issues then the document will be revised and submitted to the University Faculty Senate for a first and second reading followed by a vote of the University Faculty Senate. If the document can be approved then it will be placed in the University Faculty Handbook. If the document cannot be approved by the University Faculty Senate the SVPAA and President may reserve the right to place their revised version of the document in the University Faculty Handbook.

Article XI. Process for Creation and Approval of University Faculty Handbook Documents

The University Faculty Senate (UFS) or a committee of the UFS will create a document for potential placement in the University Faculty Handbook. Once the document has been completed by the UFS or UFS committee the document will be reviewed by the UFS. After review and revision, if any, the UFS will vote to send out the document to the university faculty for their review and feedback. If a majority of voting senators approves the document for university faculty feedback the document will be sent to the entire university faculty for their review and feedback.

The document will be sent to each school/college faculty organization to send to their faculty members. Each faculty organization will acquire, compile and send their faculty feedback to their University Faculty Senator for consideration by the UFS. The faculty feedback must be acquired, compiled, and returned by each school/college faculty organization to their University Faculty Senator by no later than 45 days after receiving their University Faculty Senators' request for feedback. Requests for feedback should be sent by email or by dated letter. If not received within 45 days the UFS reserves the right to exclude that school/college's feedback when revising the document.

If a faculty member believes that their feedback has been ignored or excluded from their school/college faculty organization's compilation of faculty feedback then, the faculty member may submit feedback directly to both of their University Faculty Senators. That feedback must be received by the UFS Senators within 45 days of the dated request for feedback. If not received within 45 days the UFS reserves the right to exclude that faculty member's feedback when revising the document.

The UFS committee may then modify the document based on university faculty feedback. The UFS will then be given the revised document. The Chairperson of the UFS will do a first reading and present for discussion the revised document at one meeting. A second reading and a vote on the revised document will occur at the next scheduled meeting. If approved by a majority vote of the UFS the document will be sent to the SVPAA and President for their review. If the document is not approved the document will be sent back to the committee along with suggestions for changes and, if possible, another first and second reading of the revised document will occur followed by a vote of the UFS for submission to the SVPAA and President.

The Chairperson of the UFS or their designee will send the UFS-approved document to the SVPAA and President. Revisions made by the SVPAA and President will be sent to the Chairperson of the UFS. The changes may be considered by the UFS or may be sent to the UFS committee for discussion and revision. After consideration of the revisions the document will be sent to the UFS for their consideration. The Chairperson of the UFS will do a first reading and present for discussion the revised document at one meeting. A second reading and a vote on the revised document will occur at the next scheduled meeting. If approved by a majority vote of the UFS the document will then be placed in the University Faculty Handbook. All UFS Handbook policies will come into full effect on July 1st following the final University Faculty Senate vote.

If the document cannot be approved by the UFS then the Chairperson or their designee will discuss the issues preventing approval with the SVPAA. If discussions with the SVPAA can resolve the issues then the document will be revised and submitted to the UFS for a first and second reading followed by a vote of the UFS. If the document can be approved then it will be placed in the University Faculty Handbook. If the document cannot be approved by the UFS the SVPAA and President may reserve the right to place their revised version of the document in the University Faculty Handbook.

Article XII. Changing and Approving the Bylaws (Amendments):

The Chairperson will do a first reading and present for discussion the suggested change at one meeting. A second reading and a vote on the proposed change will occur at the next scheduled meeting. Any Senator can propose a change to the Bylaws. An alternate can only present suggested changes as requested by the Senator whom he or she represents. The Chairperson will vote in the case of a tie. Approval of changes requires a simple majority of voting members of the Senate.

Approved:  Date: _____

Amended: _____ Date: _____

Appendix H

2016-2020 ATSU Strategic Plan

Appendix I

ATSU Student Course Evaluation Core Instrument

The following nine questions will be used in all end-of-course student course evaluations. Exempted courses may include field placement courses, clinical internship courses, and terminal projects (e.g., dissertation, thesis, and capstone courses).

A. Student Course Evaluation Core Questions:

Course Design:

1. Course expectations were clear.
2. The course was well organized.
3. Learning activities were aligned with course objectives/competencies.
4. Assessments of learning were aligned with course objectives/competencies.

Instruction:

5. The instructor(s) demonstrated knowledge of the subject matter.
6. The instructor(s) was/were available to provide assistance to students.
7. The instructor(s) provided constructive feedback to enhance learning.
8. The instructor(s) provided timely feedback consistent with course policies.

Overall:

9. Overall, this course enhanced my learning of the content area.

The instrument uses a 5-point Likert scale: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree. A sixth box will also be included for (NA) Not Applicable. Please see Appendix for the response scale.

B. Additional Considerations

1. Colleges/schools or departments should add qualitative and quantitative questions to this instrument to optimize student feedback for their program(s).
2. When using this tool to evaluate courses taught by multiple faculty members, the colleges/schools or departments shall implement the parts of the tool appropriate for each faculty member's role in the course (i.e. course director vs. lab instructor).

C. Policies on Administering student course evaluations

1. The questionnaire used for each student course evaluation will include the core instrument plus the individual college/school or department qualitative and quantitative questions.

2. Student course evaluations will be completed online in a process that will ensure student anonymity.
 3. The instructor must not be present while the evaluations are being completed.
 4. The evaluation administrator should instruct students not to communicate with each other while completing the evaluations.
 5. The final results of the evaluation will not be provided to the instructor until after the final grades are submitted.
- D. Policies on Use of the Results of the Student Course Evaluation
1. Student course evaluations shall not be used as the primary indicator of faculty performance.
 2. The response to a single question on a student course evaluation shall not be used as the primary indicator of faculty performance.
 3. The faculty member's direct supervisor should meet with faculty to review and interpret student course evaluations at least annually.
 - i. The review should focus on parts of the course evaluation that are in accordance with the faculty member's role in the course (i.e. faculty members should not be evaluated on course design if they did not have a role in designing the course).

5-Point Likert Response Scale

- Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree
 Not Applicable

Approvals (signatures and dates)

ATSU Faculty Senate: _____

SVCAA: _____

President: _____