

Kent State University at Stark

Faculty Handbook

- I. PREAMBLE
 - II. MATTERS OF GOVERNANCE AND RELATED PROCEDURES
 - III. TEACHING ASSIGNMENTS AND WORKLOAD, INCLUDING WORKLOAD EQUIVALENCIES AND RELATED PROCEDURES
 - IV. REAPPOINTMENT, TENURE, AND PROMOTION CRITERIA AND THE CRITERIA AND PROCESSES RELATING TO OTHER FACULTY PERSONNEL ACTIONS
 - V. CRITERIA, PERFORMANCE EXPECTATIONS, AND PROCEDURES RELATING TO MERIT AWARDS
 - VI. OTHER STARK CAMPUS ACADEMIC GUIDELINES
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I. PREAMBLE

This *Kent State University at Stark Faculty Handbook* has been prepared to provide a description of the major processes, procedures and practices that direct and affect the professional and academic rights of the faculty at Kent State University at Stark, hereinafter referred to as Kent State Stark. Specific information is included on the advisory role of the faculty in governance, and procedures and expectations regarding faculty growth and development. The handbook also contains information on the structure and organization of the Campus. By including information on how Regional Campus policies and procedures are carried out locally, this handbook is also intended to complement the *Kent State University Regional Campus Faculty Handbook*, which applies to the entire Kent State Regional Campus system.

This handbook includes information of general interest to the Kent State Stark Campus faculty about those university policies and procedures most relevant to their professional academic life. For complete information on related policy, see the primary sources: the *University Policy Register* and the *Collective Bargaining Agreements* for tenure-track faculty and for FTNTT faculty (all available in the Kent State Stark Dean's office). Nothing in this handbook should be construed as being contradictory to those documents in any way; indeed, in case of contradiction, those documents take precedence.

II. MATTERS OF GOVERNANCE AND RELATED PROCEDURES

The Kent State Stark Faculty Council (hereafter "Council"), is composed of faculty elected from and by the faculty as provided by the "Faculty Council Constitution." This Council is an advisory and recommendatory body to the Campus Dean and Chief Administrative Officer (hereafter "Dean"), who serves as an ex-officio, non-voting member. It is the purpose of the Council, or designated subcommittees on which tenure-track faculty constitute a majority, to advise and recommend on all faculty matters, including, but not limited to, the following: faculty personnel issues, appointment of new resident faculty, review of full-time non-tenure-track (FTNTT) faculty assigned to the campus, allocation and reallocation of faculty positions, campus program development, evaluations relating to faculty salary adjustments, campus planning and budget priorities, issues relating to teaching assignments and workload equivalencies, faculty professional improvement and other scholarly leaves, issues relating to the advising and retention of students, and ensuring that instructional standards are followed.

1. Faculty Council Constitution

We the faculty of Kent State Stark hereby establish a democratically elected Council for the purposes of being a recommendatory and/or advisory body to the Dean. The Council shall be responsive to the faculty and exist on its good graces. It shall follow the letter and spirit of all *University Collective Bargaining Agreements* and the *University Policy Register*.

ARTICLE ONE: There shall be a Constituency Representative Council with six (6) constituencies. Constituencies I through V will represent tenured and tenure-track faculty and Constituency VI will represent FTNTT faculty. The disciplines represented by Constituencies I through V will be defined in the By-Laws (Section II.2). To the extent possible, Constituencies I through V will each contain similar disciplines and represent approximately equal numbers of faculty.

All tenured and tenure-track faculty members vote to elect representatives in all constituencies. The top three recipients of votes in Constituencies I through VI shall be elected.

All terms shall be for one year. The Dean and Assistant/Associate Dean for Academic Affairs of the Stark Campus shall be ex-officio, non-voting members.

Constituency VI will include all FTNTT faculty. Annually, the representatives from this constituency will be elected by the entire full-time faculty (tenured, tenure-track & FTNTT) to serve a one-year term as voting members of Council. FTNTT faculty are not required to serve on the Council and its committees, but their representation shall be encouraged and appreciated.

ARTICLE TWO: The officers of the Council shall be elected by the Council. They shall consist of a Council Chair, a Vice-Chair, a Secretary and a Treasurer, elected by a secret ballot of the elected representatives and shall serve for the duration of the Council term.

ARTICLE THREE: All meetings, including general faculty meetings called by the Council, are sessions of record, if a majority of representatives (or of the faculty in the case of general meetings) shall be present. All resolutions, bills and other statements of policy shall be passed by a simple majority of those present and voting. Modes of presence will be defined in the By-Laws (Section II.2). The Council, at its option, may submit referenda to the faculty at large on important issues. A petition on a given issue signed by eight (8) faculty members shall require the Council to hold referenda at any time. The outcome of the referenda shall constitute a formal recommendation from the Council if a majority of the faculty votes. A simple majority of those voting shall carry an issue.

ARTICLE FOUR: Council shall establish both Standing Committees as described in the By-Laws (Section II.2) and ad hoc committees as necessary. Unless otherwise specified in the By-Laws, each committee shall be chaired by a Council representative and may include faculty members who are not members of Council. Non-council members of committees will be nominated by the Cabinet and ratified by Council.

ARTICLE FIVE: The Council shall be the sole determiner of its own rules and procedures, provided these are consistent with this Constitution and the *University Collective Bargaining Agreements* and the *University Policy Register*.

ARTICLE SIX: All faculty members have the right to engage in the discussion at the meeting of the Council, with the exception of personnel matters (e.g., Merit) when the Council declares itself in

executive session. The agenda will be made public forty-eight (48) hours prior to meetings, except in the case of immediate, urgent issues.

ARTICLE SEVEN: This Constitution shall be ratified by a majority of the faculty. It shall be amended by a similar majority in a referendum, which may be initiated either by the Council or upon petition of eight (8) faculty members.

ARTICLE EIGHT: A meeting of the entire faculty will be held at least once a semester, and more often at the discretion of the Council, for reporting and presenting to the faculty matters of concern. If a motion, resolution, or bill is to be presented at such a meeting for a vote, a quorum for such meeting is a majority of faculty members. The time and agenda for the meeting will be determined by the Cabinet, a majority of the Council, or by a faculty petition. Notice of the meeting will be distributed to the faculty in a week prior to the meeting.

2. Kent State at Stark Campus Faculty Council By-Laws

Nothing in these By-Laws shall be contrary to the spirit or the letter of the Council Constitution, the *University Policy Register*, or the *Collective Bargaining Agreements*.

ARTICLE ONE - Membership:

Section 1. All full-time tenured or tenure-track faculty with Kent State University Regional Campus contractual teaching arrangements assigned primarily to Kent State Stark are eligible for election to Constituencies I - V. All FTNTT faculty so assigned are eligible for election to Constituency VI. FTNTT representatives may not serve as officers.

Section 2. Disciplines represented by each Constituency shall be examined periodically to ensure that all disciplines are represented, and should be altered as necessary so that Constituencies I through V represent roughly equal numbers of faculty.

- 1 Constituency I: Arts and Humanities
- 2 Constituency II: Social Sciences
- 3 Constituency III: Science and Math
- 4 Constituency IV: Language Arts
- 5 Constituency V: Professional Programs
- 6 Constituency VI: FTNTT

Section 3. An elected representative wishing to resign from Council shall submit his or her resignation in writing to the Council Chair. The Chair shall announce this resignation at the next Council meeting.

ARTICLE TWO - Officers:

Section 1. The Council Chair shall:

- 1 be responsible for scheduling all meetings.
- 2 prepare agenda in concert with the Dean and the Cabinet.

- 3 be the official spokesperson for the Council.
- 4 be (or shall appoint) the Council delegate in its external relations, except where the Constitution or these By-Laws provide for other delegates.
- 5 be recognized as the official chair of Kent State Stark Faculty by the University at large.
- 6 prepare a year-end report which shall be provided to the succeeding Council Chair.
- 7 be (or shall appoint) the recorder of Council minutes in the absence of the Secretary.

Section 2. The Vice-Chair shall:

- 1 assume the chair in the absence of the Chairperson.
- 2 chair the Professional Activities Advisory Committee.

Section 3. The Secretary shall:

- 1 keep all records of the Council.
- 2 be responsible for all correspondence of the Council.
- 3 give notice of all meetings and distribute agenda to all faculty members two working days (48 hours) prior to the meetings except in the case of constitutionally permitted exceptions.
- 4 distribute copies of the minutes (including attendance information) to all faculty, administrators (local and Central Office), and the Student Government Advisor.
- 5 distribute copies of the Council Constitution and By-Laws to all members of the new Council at the end-of-year meeting.
- 6 prepare and distribute to the entire Faculty a yearly attendance report.

Section 4. The Treasurer shall solicit and bank funds, keep records, and pay bills on behalf of the faculty.

Section 5. The Cabinet consisting of the Chair, the Vice-Chair, the Secretary, the Treasurer, the immediate past Chair and appointees for each constituency group not otherwise represented shall:

- 1 formulate Council agenda.
- 2 nominate all committee members including the committee chair.
- 3 distribute workload to committee.
- 4 schedule and conduct elections and referenda when necessary.
- 5 authorize distribution of monies from the Faculty Expense Fund.

ARTICLE THREE - Meeting and Operation of the Council:

Section 1. Council meetings will be held at 2:00 on the third Friday of each month during the regular academic year except in December, when there will be no regular meeting, and the last meeting, which will be held on the last Friday of the semester before finals week.

Section 2. Council may be convened for special meetings at the call of the Council Chair, upon petition of at least one-fourth of the Council members; or of 10 percent of the Faculty. Only subjects specifically listed in the proposed agenda for a special meeting may be considered at the meeting. The meetings may be held at any time including the summer months if a quorum of representatives are in attendance.

Section 3. The presence of a quorum (a simple majority) shall be determined by the Council Chair at the beginning of each meeting and at other times at the request of a representative. Each member of the Council shall make every effort to be physically present at Council meetings. When this is not possible, a Council member shall be counted as present at the meeting if a two-way auditory communication channel is open to enable the member's full participation during the meeting (distance participation). If secret voting is needed during the meeting, appropriate technology that preserves anonymity will be used to record the vote.

Section 4. All meetings are open to all members of the campus community except when Council declares itself in executive session.

Section 5. After the agenda for a meeting has been distributed to the faculty at large, items on the agenda may be deleted or added, or the order of consideration changed, by a 2/3rds vote of the Council.

Section 6. The normal order of business for Council meetings shall be as follows:

- 1 Call to order.
- 2 Roll call and determination of quorum.
- 3 Approval of minutes of last meeting.
- 4 Chair's report.
- 5 Dean's reports.
- 6 Committee reports.
- 7 Old business.
- 8 New business.
- 9 Announcements and statements for the record.
- 10 Adjournment.

ARTICLE FOUR - Committees:

Section 1. Seven standing committees shall be established by Council:

- 1 Committee I, Professional Activities Advisory Committee, is charged with advising the Dean on such matters as Faculty Travel Requests, Sabbaticals, Load Lifts and Grants. This Committee will be chaired by the Vice-Chair and will include five (5) faculty members selected by the Cabinet and on the advice of the Dean.
- 2 Committee II will serve Council for the numerous general tasks requiring short-term attention. The chair must be a member of Council with the other members representing each

constituency. If Council concludes that, for some charge, Committee II may benefit from the expertise of additional members, Council may appoint such ad hoc members just to serve for the duration of the charge.

- 3 Colloquium Committee plans faculty colloquia and other faculty seminar series. The chair need not be a member of Council.
- 4 Social Committee, chaired by the Council Treasurer, plans various social events, e.g., holiday and spring dinners.
- 5 Technology Committee is the advocate for appropriate uses of instructional technology on the Stark Campus. The chair need not be a member of Council.
- 6 Handbook Committee is charged with proposing timely revisions to the Stark Campus Faculty Handbook in response to changes in university and campus policies and procedures. The chair must be a member of Council.
- 7 The Committee for Diversity, Equity, and Anti-Racism will work with ideas organically generated by faculty, staff, students, or the community beyond our campus, producing outcomes that will shape a better future for the campus within an umbrella of equity. The chair must be a member of Council.

Section 2. The Reappointment, Tenure, and Promotion Committee shall make advisory recommendations to the Dean about tenure, and tenure-track faculty personnel actions. The Reappointment, Tenure, and Promotion Committee will be chaired by the Council Chair, and will consist of all tenured Council representatives and Kent State Stark tenured full professors who are not members of Council. If the Committee consists of fewer than four members, including the voting chair, then a special procedure for enlarging it shall be developed by the Dean with the advice of the Council and the approval of the Vice President for System Integration. No member of the Committee shall be present during deliberations or votes on the reappointment, tenure, or promotion of an individual in a rank higher than that of the individual member of the Committee, or on the reappointment, tenure, or promotion of a domestic partner or relative.

Section 3. The FTNTT Performance Review Committee shall make advisory recommendations to the Dean about FTNTT reappointments. The FTNTT Performance Review Committee will be chaired by the Council Chair, and will consist of all tenured Council representatives and all promoted Council FTNTT representatives. If the Committee consists of fewer than four members, including the voting chair, then a special procedure for enlarging it shall be developed by the Dean with the advice of the Council and the approval of the Vice President for System Integration. No member of the Committee shall be present during deliberations or votes on the reappointment of a domestic partner or relative.

Section 4. All tenured or tenure-track Council representatives are full participants in advising the Dean on Merit Awards. FTNTT faculty representatives may not participate.

Section 5. Ad Hoc committees will also be commissioned when required.

ARTICLE FIVE - Elections:

Section 1. The election of members to the Council of Kent State Stark shall take place in April.

Section 2. All faculty who wish to stand for election shall so indicate on a form distributed by the Secretary at the appropriate time.

Section 3. All tenured and tenure-track faculty members vote to elect representatives in all constituencies. The representatives from Constituency VI will be elected by the entire full-time faculty (tenured, tenure-track and FTNTT). The top three recipients of votes in all constituencies shall be elected.

Section 4. The incumbent Council Chair shall convene old and new Councils to:

- 1 introduce and orient new representatives.
- 2 discuss Council directions for the following year.
- 3 nominate and elect Council officers. The incumbent Council Chair will preside. Nomination shall be received and voted on in the following order: Chair, Vice-Chair, Secretary and Treasurer. A candidate must receive a majority of votes cast to be elected. If a majority is not received, successive balloting will be conducted until this is achieved. The incumbent chair shall appoint two tellers from the new Council who are not running for office. These tellers will be responsible for counting the ballots, determining whether a candidate has received a majority of votes and certifying those receiving a majority as elected. The tellers will announce the tallies for these elections.

Section 5. The incumbent Council Chair shall transfer all authority and records to the incoming Chair on May 15th.

Section 6. If in any constituency fewer than three faculty members agree to stand for election to Council, then that constituency will operate for the academic year with fewer than three representatives on Council. If a vacancy on the Council should occur due to a member's inability to complete the term, but with five or more weeks before a new Council is to be elected, then a by-election will be held to fill the vacancy. If the vacancy should occur within the final five weeks due to a member's inability to complete the term, then Council shall operate with one fewer member, with the quorum correspondingly reduced.

Section 7. If a referendum is held, the Cabinet will conduct the balloting and counting of the ballots.

ARTICLE SIX - Parliamentary Authority:

Section 1. The rules in the current edition of *Robert's Rules of Order New Revised* shall govern the Council in all cases to which they are applicable. When they are inconsistent with the Council Constitution, these By- Laws, and any special rules of order the Council may adopt, shall govern the Council.

ARTICLE SEVEN - Adoption and Amendments of these By-laws:

Section 1. Adoption and Amendment of these By-laws requires ratification by a majority of the representatives at a regular meeting of the Council after the text of the proposed amendment has been distributed with the agenda for that meeting.

3. Search Committees

Kent State Stark search committees are formed by the Dean and approved by the Office of Affirmative Action. Committees generally consist of tenured or tenure-track faculty (although provisions are sometimes made for the participation of FTNTT faculty) and the chair is usually a senior faculty member in his or her discipline. Once committees are formally charged by the Dean, they are provided with training sessions to ensure fair-hiring practices and the following of hiring protocols (especially those developed by the Office of Affirmative Action).

4. Faculty Grievances and Appeal Procedures

The *Collective Bargaining Agreements* for tenured or tenured-track faculty and for FTNTT faculty outline the grievance and/or appeal procedures available to a faculty member adversely affected by an academic judgment, for example, in the areas of reappointment, tenure, or promotion, academic freedom, professional ethics, sanctions for cause, and disciplinary actions.

1. General Appeal Process for Tenured or Tenure-Track Faculty. The *Collective Bargaining Agreement* for tenured or tenure-track faculty describes in detail the general appeal process available to those faculty members whose employment status is adversely affected by a substantial academic judgment in the areas of granting or denial of reappointment, tenure, or promotion at the level of the Provost or President, academic freedom, professional ethics, or sanctions for cause (see CBA). The CBA refines the general appeal process for appeals resulting from the denial of reappointment, tenure, or promotion.
2. Appeals Following the Denial of Reappointment, Tenure, or Promotion at the Level of the Provost or the President. The CBA for tenured or tenure-track faculty describes the appeal process specifically resulting from the denial of reappointment, tenure, or promotion at the level of the Provost or the President. This appeal process is similar to the general appeal process, but it specifies certain options and restrictions.
3. Procedures for Appealing Negative Tenure, Promotion, and Tenure-Track Reappointment Recommendations. Besides these appeal avenues, a faculty member may appeal a negative reappointment, tenure, or promotion recommendation to the administrator at the next level of review. This type of appeal allows the faculty member to present his/her case orally to the administrator and/or advisory committee at the next level of review and is initiated by the faculty sending an appeal letter to the administrator at next level of review (amongst other places). The reader should consult the appropriate CBA appendices or sections of the annual Procedures and Policies Governing the Review of Faculty for details regarding how to initiate an appeal following a negative recommendation letter and related issues like how to attach a written statement to a file addressing alleged procedural or errors of fact contained in a recommendation letter or obtaining advisory ballots when they are not automatically forwarded to the candidate.
4. Grievance and Arbitration Procedures. The CBA for tenured or tenure-track faculty and Article VI of the CBA for FTNTT faculty outline the procedure for handling faculty grievances and the arbitration process that may result in an unresolved grievance. If a formal grievance is filed, the Grieving Party is represented by a designate of the Association in all formal meetings with the University. If after the grievance procedure has ended and the Association is not satisfied with the University's response, the Association has the right to appeal the grievance to arbitration.
5. In the grievance process for FTNTT faculty, there is a stronger emphasis on informal resolution and there are differences in the deadlines for written statements to be submitted. Otherwise, the

grievance process for FTNTT faculty is fairly similar to the grievance process for tenured or tenure-track faculty.

5. Handbook Modification, Amendment and Revision

Except for the Council By-Laws (Section II.2), any modification of this handbook must be approved by a vote of the Council (full-time tenured, tenure-track and FTNTT faculty) at Kent State Stark. If a proposed change affects only tenure-track faculty, only tenure-track faculty will vote. If a proposed change affects only FTNTT faculty, only FTNTT faculty will vote. Modifications can be suggested by Council or Cabinet, or initiated by a petition signed by a minimum of eight (8) full-time Kent State Stark faculty.

A vote of the proposed modifications will be conducted by Council, who must set a specific date for discussions of the proposed changes after all faculty have been made aware of the changes and have had convenient access to the proposed changes to the handbook for a minimum of ten (10) days before the discussion and vote. Approval of the suggested changes requires a 2/3 positive vote of the members of Council.

Upon Council approval of the suggested changes, the revised handbook will be sent to the Dean for approval. Upon approval at the Dean's level, the handbook will be forwarded to the appropriate offices on the Kent Campus (as outlined by University Policy and the CBA) for eventual approval by the Provost.

III. TEACHING ASSIGNMENTS AND WORKLOAD, INCLUDING WORKLOAD EQUIVALENCIES AND RELATED PROCEDURES

1. Definitions

Kent State University is pledged to making all of its campuses inclusive, diverse, and free from discrimination. The University's equal-opportunity policies extend to every aspect of employment, academics, and student-life. No unlawful discrimination in employment, admissions, academic programs, recruiting, financial aid, or social, recreational and health programs is permissible or tolerated.

The Office of Affirmative Action is the principal agency responsible for implementing fairness and good-faith practices across the University. This goal is defined in detail in the *Affirmative Action Program of Kent State University*, which is updated and republished from time to time. Individual faculty members are encouraged to contact either the Office of Affirmative Action on the Kent Campus or the Kent State Stark Affirmative Action Facilitator at any time if they need information regarding their rights, or if they wish to learn about procedures available to resolve concerns or complaints. All counseling is confidential.

1 Regular and FTNTT Appointment

A prospective faculty member's appointment to Kent State Stark must be approved by the Dean, the Academic unit, the Collegial/School Dean, the Vice President for System Integration, and the Associate Provost for Faculty Affairs and Curriculum Development. Appointments are then made by the Board of Trustees, upon the recommendation of the President. All other faculty personnel recommendations are subject to similar approval.

The procedure for hiring a new faculty member to the Stark Campus conforms to the *Regional Campuses Guidelines for Academic Search Committees*. After a campus review of enrollment trends and projections, a position request is made to the Vice President for System Integration. If approved, a job description is crafted establishing the qualifications for the position, describing the nature of the position, and establishing the deadline dates for application. The position is then advertised appropriately. The job description also identifies a person to whom applications should be directed.

Kent State Stark search committees are formed by the Dean and approved by the Office of Affirmative Action. Committees generally consist of tenured or tenure-track faculty (although provisions are sometimes made for the participation of FTNTT faculty) and the chair is usually a senior faculty member in his or her discipline. Once committees are formally charged by the Dean, they are provided with training sessions to ensure fair-hiring practices and the following of hiring protocols (especially those developed by the Office of Affirmative Action).

The search committee is responsible for identifying a short list of candidates to be submitted to the department chair for review and approval. From the list of candidates approved by the department, the search committee submits a list of three or four candidates to the Dean. A search committee, if it so chooses, may rank the candidates (*Collective Bargaining Agreement*).

At the conclusion of the committee's screening process and following the approval of the Affirmative Action Office, the Dean makes a recommendation to the Vice President for System Integration's office. Upon the approval of the Vice President, an offer of appointment is made. This offer must be in writing and will minimally include the department of the prospective faculty member; dates and periods of employment; the type of appointment, tenure, or promotion; other terms of appointment, such as the initial Regional Campus to which the faculty member is assigned, promotion and tenure clauses; the responsibilities of the position; and possibilities for summer teaching. (See *Regional Campuses Guidelines for Academic Searches*.)

While faculty are full members of their respective Kent Campus academic units, their tenure and teaching assignments are in the Regional Campus System, which is budgeted separately from the Kent Campus. This means that new faculty members must become aware of the structure of governance, standards for evaluation of probationary faculty, and the general culture within both their departments and the Kent State Stark Campus. This handbook, along with the *Regional Campus Handbook*, should provide an overview of Stark and the Regional Campuses system. However, new faculty members are strongly encouraged to learn about their own departments from their chair and other senior faculty, and to engage in a modest amount of departmental service.

Moreover, the University has the right to reassign an individual to a different campus from his or her initial appointment. Such decisions are made by the Vice President for System Integration and are governed by considerations of seniority as well as the procedures outlined in the *Collective Bargaining Agreements* for regular and FTNTT faculty (*Regional Campus Handbook*). Resident faculty status at a specific Regional Campus is determined annually based on assigned contractual teaching load for the fall semester.

2. Faculty Ranks

1. Regular Full-time Faculty Ranks. "Regular full-time faculty" includes only those persons who have tenure or are "tenure-track," i.e., who have probationary appointments. Kent State Stark follows the University's policy with respect to faculty rank as set forth in the *University Policy Register*. Depending on the level of an individual full-time faculty member's credentials, qualifications and experience, he or she will occupy one of the following ranks:
2. Instructor, (ii) Assistant Professor, (iii) Associate Professor, and (iv) Professor. Tenure-track appointments for new faculty members typically begin at the Instructor or Assistant levels, depending upon a new hire's credentials and the negotiations that occur at the time of hire. A definition of tenure, a discussion of the initial probationary period, and the procedures for the granting of tenure are included in the documents "University Policy and Procedures Regarding Faculty Reappointment" and "University Policy Regarding Faculty Tenure," which can be found in the *University Policy Register*. For regular full-time faculty, assignment or advancement to these ranks normally occurs by promotion, or upon initial appointment when specific criteria are met. For more details, see "University Policy Regarding Promotion" in the *University Policy Register*.
3. Full-time Instructional Non-tenure-track Appointments. FTNTT appointments follow University rules as set forth in the *University Policy Register* and the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*. The teaching load for a full-time FTNTT faculty member amounts to 30 hours per year. So, an FTNTT instructor must teach a combination of courses between the fall and spring semester that will yield that number of load hours. He or she may be required to make up any differences in service or other designated work—for example, advising—as required under the conditions of his or her contract with the Kent State Stark Campus and per agreement with the University. FTNTT appointments for new faculty members typically begin at the Lecturer or Assistant levels, depending upon a new hire's credentials and the negotiations that occur at the time of hire. FTNTT faculty members completing the third year of a three-year term of annually renewable appointments must undergo a performance review as a prerequisite for subsequent appointment (*Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*). Other responsibilities and expectations of FTNTT faculty members in the Regional Campus System may be found in the *Regional Campus Handbook*.
4. Temporary Faculty: Adjunct, Part-time and Visiting Faculty. The Regional Campus System maintains contractual relationships with temporary faculty, contingent upon certain conditions, limitations, and policies, and consistent with the *University Policy Register* and the *Collective Bargaining Agreements* with regular and FTNTT faculties. Temporary faculty members at Kent State Stark play an important role in fulfilling its teaching mission. They are accorded the same academic freedom in the classroom as regular faculty, and temporary faculty members are encouraged to become involved in the Stark community, to the extent possible. Other responsibilities and expectations of temporary faculty members in the Regional Campus System may be found in the *Regional Campus Handbook*.

Temporary appointments are ordinarily for one year or for one semester. No implication of reappointment is intended. In some instances, a department may wish to designate "temporary" for appointees who are potentially permanent staff when a particular advanced degree is attained. Temporary appointees are not covered by the *Collective Bargaining Agreements* with regular and FTNTT faculties.

Service as a temporary appointee is not applicable toward tenure, promotion in rank, or similar faculty professional advancements. There is no institutional obligation beyond the period of the temporary appointment. Any number of consecutive years of service is a disconnected sequence of discrete appointments.

If a department wishes to appoint a temporary person with rank of Assistant Professor, Associate Professor, or Professor, that appointment should be prefaced by "Visiting." Visiting faculty members generally enjoy the same academic rights and privileges as other regular Kent State University faculty members. However, they do not enjoy the same rights of participation in University decision-making as do Kent State University regular faculty members and are ineligible for elections to the various Kent State Stark Campus faculty committees and councils.

Temporary faculty at Kent State Stark are reviewed at least once annually by the Associate/Assistant Dean for Academic Affairs or by the program coordinator in their teaching area. Classroom performance—an important component of the scholarship of teaching—is weighted most heavily in such reviews.

5. Further academic ranks of the University are Research Professor, Visiting Distinguished Professor, Senior Research Fellow, Lecturer, Visiting Artist, Student Assistant, Research Associate, and Postdoctoral Fellow. More detailed information concerning these ranks is in the *University Policy Register*.

3. Faculty Development

Kent State University provides support for faculty development in teaching and scholarship. The University has faculty professional improvement (sabbatical) and research leave policies under which eligible faculty may petition for a semester or a yearlong leave. Additionally, faculty members at Kent State Stark can apply for Regional Campus Teaching, Field Experience, and Professional Development Awards. Kent State Stark also makes available release time (load lifts) and follows University policy regarding faculty travel and reimbursements for scholarly and development activities.

The *CBA* calls for faculty completing certain professional development awards to submit a summary report documenting accomplishments to the Provost. Faculty will submit a copy of this report to the Dean.

4. Teaching Policies

1. Teaching Loads

Regional Campus faculty have a standard teaching load as follows, although other duties (administrative appointments, etc.), may and should provide load equivalencies as determined by the Dean for the faculty member.

- a. The teaching load for a regular full-time tenured or tenure-track faculty member is 24 hours (or equivalent) per academic year.
- b. The teaching load for a FTNTT faculty member is 30 hours (or equivalent) per academic year.

- c. Teaching load for interactive and distributed learning courses will be arranged individually and in accordance with the *Collective Bargaining Agreement*, depending upon the scope of such courses and the amount of preparation required. It is at the discretion of the faculty member and the Dean to seek reimbursement for preparation time.
- d. Faculty members who make a special contribution to the Campus in areas other than classroom teaching, e.g., chairing Council or advising students for the Office of Student Services, may receive special assignment hours equivalent to teaching hours to carry out those contributions. (This provision does not refer to the normal, expected faculty activities considered to be "service.") Workload equivalencies for FTNTT faculty members will be comparable to workload equivalencies for tenure-track faculty members.
- e. Scheduling varies by department, but each faculty member should expect a portion of contract load to be assigned during the evening hours. Class size is contingent upon facilities and need, and is determined by the Dean for Academic Affairs in consultation with the department, the campus departmental coordinator, and the instructor. A faculty member may also expect to be assigned to teach at other Kent State University campuses if enrollments do not justify a full teaching load at Kent State Stark or if there is a need at another campus.

2. Overload Policy

Compensation for teaching overload at Kent State Stark is governed by the policy described in the *Collective Bargaining Agreement*. In situations where there is a choice between using a temporary faculty member or assigning overload to a full-time faculty member, the decision shall be made by the Dean in consultation with the campus departmental coordinator.

3. Summer Teaching Policy

Summer teaching opportunities may be available for Kent State Stark faculty members, and are contingent upon course demands and enrollment projections. The Dean makes summer teaching assignments. The Regional Campus System follows the rule of equitable distribution of opportunities for summer employment among members of the regular faculty bargaining unit. In actual practice, this principle requires supervision by faculty members and administrators alike, because staffing changes are irregular and positions are often not filled until the last moment, when many faculty are away from their campuses.

Tenured or tenure-track faculty are to receive the first opportunity to teach summer school (including intersession) before any other Kent State faculty member or non-KSU personnel (*Collective Bargaining Agreement*). When classes are available, summer teaching shall be offered to faculty on this basis: regular full-time tenure-track, FTNTT, and finally, adjunct. The *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement* stipulates that, after tenure-track faculty, Kent State Stark FTNTT faculty are to be given "next priority in consideration" for summer teaching.

Should a full-time faculty member desire to teach a summer course on another Regional Campus, he or she must inform the Dean of the campus where teaching is desired of this intention and send a copy to the Vice President for System Integration's Office (generally, by mid-April) preceding the summer session. This notification does not guarantee that a course will be offered, only that the faculty member's name is added to the list for consideration if resident/tenured

faculty at that campus are unavailable to teach the course. There is no reimbursement for travel to and from the campuses where assignments are made.

The normal summer load of 6 hours per term for tenured and tenure-track faculty, referenced in the *Collective Bargaining Agreement* shall be understood as embracing the opportunity for compensation of services totaling up to a maximum of 12 hours for all Summer Terms combined excluding Intersession. The provision that there shall be no additional payment for any overload assignment accepted by a faculty member in excess of these limitations shall be retained.

4. Intersession Teaching

Opportunities to teach a single course each year during intersession, a three-week period between the end of spring semester and the beginning of summer classes, may be available for Kent State Stark faculty members. Course offerings are approved by the Dean in consultation with department coordinators, and are contingent upon course demand, enrollment projections, and the probability of the successful delivery of the course in the intensive intersession format. An intersession assignment does not count for either summer load or for overload. For more information about intersession teaching see the University Policy Register.

5. Contractual Obligation to Meet Classes

Faculty members shall meet their classes and conduct final examinations at the scheduled times. The Dean or a designee must approve changes in listed class times and room assignments. Necessary absences must be approved by the Assistant/Associate Dean in the Office of Academic Affairs.

- a. **Sickness or Personal Emergency.** When classes will be cancelled due to sickness or personal emergency related circumstances, contact the Dean's Office so that notices for students can be posted on the campus website and announcement monitors. In addition, report sick or personal leave time on the human resource time reporting system, currently in FlashLine under My Action Items, before or upon return to campus.
- b. **Conference Participation.** Participation in conferences is an important part of a scholar's professional growth; however, it should not be done at the expense of student instruction. Normally, classes should be covered during an instructor's absence. That may mean that conferences of more than a week or multiple conferences within one semester will be discouraged. Summer courses often meet on a compressed timeline compared to regular semesters, which should be taken into account. During a summer term, faculty who expect to attend conferences that lead to absences for more than the equivalent of a semester week should not be considered available to teach the course, except in extraordinary cases of program need. (For online courses, "absence" should be understood in terms of being unavailable to interact with students.) Travel to conferences or professional meetings should be cleared in advance with the Dean.
- c. **Personal Leaves-of-Absence.** There are many legitimate reasons why a faculty member may request a leave-of-absence, e.g., court duty, military duty, pregnancy, illness, temporary disability, research, graduate study, or travel. However, these are typically acquired without pay. Special circumstances govern each category of leave. As an example, the University will pay a faculty member full salary if he or she is subpoenaed to attend court as a witness or for jury duty by the United States or the State of Ohio.

- d. Professional Development. A variety of programs are available through the University, including travel grants, grants to conduct research during the summer or academic year, etc., which may require faculty to miss all or part of a semester. Special arrangements must be made with the Dean for a faculty member to go forward with such awards. For more information, contact the University Research Council.

6. Evaluation of Faculty Teaching

Faculty members are expected to be professional in the classroom, maintaining order and conducting class in a climate of civility and respect. They are expected to use the complete class time for instruction. They should apply appropriate teaching techniques for a given course, depending upon class size and discipline. To exhibit that faculty are actively engaged in continuous improvement of their teaching, faculty members are encouraged to remain current in the pedagogical theories of their disciplines and to experiment with innovations in classroom teaching (i.e., use of educational technology, service-learning). Ongoing faculty professional development in teaching may be demonstrated in several ways, including but not limited to pedagogical conference attendance and/or presentations, publication of pedagogical scholarship/scholarship of teaching and learning, curriculum development, and active membership in a faculty learning community with a teaching focus. They should inform students in writing at the beginning of each semester about course objectives and requirements. Evaluations of student performance should be undertaken on a regular basis, and grades should be reported in a timely manner and per policies. Students with disabilities should be accommodated per University and Federal and local policies.

- a. Student Evaluation of Faculty. All Stark Campus faculty members are expected to set aside time in each class each semester for student evaluations, using the approved University Student Survey of Instruction form (S.S.I.). All University personnel who teach are obligated to conduct evaluations per established procedures. All formal evaluations are tabulated by University computer services, and reviewed and summarized by the Assistant Dean. The tabulations and summaries are then provided to the faculty member.
- b. Peer Evaluation of Faculty. Full-time faculty members should arrange for peer reviews by other faculty in their disciplines as required by their departments. Probationary faculty and faculty standing for promotion must include peer reviews in their files or portfolios. It is especially important for a probationary faculty member to be reviewed yearly by a Kent departmental colleague.

The Dean, in consultation with departmental coordinators, has the primary responsibility for assessing the performance of temporary faculty.

5. Faculty Responsibilities

Because of the missions of the University and Kent State Stark, and the close relationship of the Campus with the local communities it serves, the primary responsibility of the faculty assigned to this campus is instructional, with emphasis placed on classroom teaching and its concomitant responsibilities. In addition, individual faculty members should pursue an appropriate program of professional growth and development within a particular instructional discipline. Finally, "university citizenship," service activities that make significant positive contributions to the advancement of the educational, scholarly and governance missions and operation of the University, is a responsibility and concern of all regular full-time faculty members.

1. Professional Ethics

Faculty members are bound by the Faculty Code of Professional Ethics (revised), as set forth in the University Policy Register. Kent State Stark embraces the institutional core values as noted in the University Policy Register—namely, that academic freedom is necessary to the mission of the faculty of a university, and that professional responsibility is a logical correlative of this freedom. Faculty members have responsibilities to the students they are teaching, to the University, and to the profession. Codes of conduct governing the behavior of both faculty and students are summarized in Section VI of this handbook.

- a. Harassment. Kent State Stark is absolutely committed to the principles of freedom of expression. Members of the University community have the right to hold, vigorously defend, and promote their opinions. The maintenance of civility is crucial to the learning community. Therefore, Kent State Stark is also committed to maintaining an educational and employment environment free from hostility, intimidation, or harassment based on such attributes as race, color, religion, national origin, age, disability, gender and/or sexual orientation, or on any other basis, to the extent that they are not covered in the University Policy Register.
- b. Equal Opportunity. Kent State Stark committed to equal opportunity for all members of the campus community. Policies associated with this commitment can be found in the University Policy Register.
- c. Drugs, Alcohol and Tobacco. Kent State Stark Campus, like the University, is committed to following state and local laws concerning alcohol and tobacco use on campus, to maintaining a workplace free of illegal drugs, using as a guideline the Drug Free Schools and Communities Act Amendments of 1989 (Public Law 101-226). Specific guidelines for both faculty and student conduct with respect to alcohol and drugs can be found in the University Policy Register (e.g., sections 3342-6-60, 3342-4-09 through 3342-4-11) and in the Digest of Rules and Regulations.

2. Responsibilities to Students

As summarized in the University Policy Register, the “central responsibility of a faculty member is to attempt to impart a knowledge and understanding of a field of study, to develop in students appropriate and relevant skills, and to do so in accordance with the best standards of scholarship and pedagogy in the discipline.” As summarized in the Regional Campus Handbook, faculty members are expected to serve as “role models to students to help them define and support campus-wide standards of integrity.”

- a. Instruction. In meeting these responsibilities, faculty members are expected to maintain professional standards as they conduct their classes. Summaries of expected behavior can be found in the University Policy Register and the Regional Campus Handbook. Specific information about syllabi, office hours, etc., can be found on the Stark Campus website.
- b. Letters of Reference for Students. It is both an expectation of the teaching contract and a professional duty to provide students with letters of reference when requested. If there are reasons why a faculty member cannot in good faith provide such a letter, he or she may refuse, but this should be a rare occurrence and never simply for the convenience of the instructor. In writing letters of reference for students, faculty should exercise care in formulating their opinions and bear in mind that under Public Law 93-380 (1/1/75) students have the right to inspect all references in their files.

3. Responsibilities to the Campus

Faculty members are expected to serve on committees relating to the operation of the campus. A description of campus committees is available from the Council Secretary. Faculty members report to the Kent State Stark Dean and are directly accountable to the Dean in all matters except those pertaining to course content and mode of instruction, primary responsibility for which rests with the Kent Campus department or school.

4. Responsibilities to the University

- a. **Conflicts of Interest.** Faculty members at Kent State Stark are bound by the University policy regarding conflict of interest of University employees, as set forth in the University Policy Register.
- b. **University Policy Regarding Obtaining Outside Employment.** Outside activities of a professional nature are encouraged if the activities are consistent with the individual's responsibilities to the University and in furtherance of the aims of the University. Indeed, the University recognizes that one mark of an individual's distinction is the esteem in which he or she is held by those outside the University who may request services, professional judgments, or expertise. No individual, however, should accept employment or pursue other activity of a professional or nonprofessional nature that compromises his or her responsibilities to the University. (See University Policy Register). Faculty must seek permission of the Dean before pursuing outside employment.
- c. **Use of Human Subjects or Live Animals in Research and Teaching.** Faculty members are bound by the University policy regarding academic research involving use of human subjects or live animals for investigation, as set forth in the University Policy Register. In brief, faculty must submit a required form and secure approval from the appropriate Review Board before engaging in research that involves human subjects or live animals.

5. Responsibility to the Profession

Faculty members are responsible for maintaining professional standards with respect to research, dissemination of research, and interactions with colleagues as outlined in the University Policy Register.

6. Annual Workload Summary Reports for Tenured Faculty

As outlined in the *Collective Bargaining Agreement*, by September 15 each continuing tenured faculty member is to prepare and submit to the Dean an annual workload summary report, which is to include an updated curriculum vitae and a brief summary of the previous year's professional activities. Course syllabi for each course or sections of a course taught by the faculty member during the previous academic year are also required, but the Dean's office will typically have these on file if copies were made by one of the Faculty Secretaries. If this is not the case, these syllabi will also need to be submitted with this report. The Dean's office is responsible for adding the required summaries of course evaluations. While the University may provide an electronic system for collecting this information, faculty are not required to use this system.

The purpose of the workload summary report is to document the workload, including utilization of specified workload equivalencies, for that academic year. This report may be used in planning future workload equivalencies. Any other use of the report requires consent of the Faculty member.

IV. REAPPOINTMENT, TENURE, AND PROMOTION CRITERIA AND THE CRITERIA AND PROCESSES RELATING TO OTHER FACULTY PERSONNEL ACTIONS

Although Kent State Stark faculty members have their appointment in the regional campus system, they are also regular members of their respective departments and colleges/schools, and so have the opportunity to serve on faculty advisory committees and their designated subcommittees at all levels of university governance. A description of the standing college level committees appears in the *Collective Bargaining Agreement*. A complete list and description of university level committees appears in *Faculty Senate Catalogue of Committees*.

1. Scholarship, Teaching, and Service

Per University policy regarding faculty tenure (see *University Policy Register* 3342-6-14), "For the purposes of this policy 'scholarship' is broadly defined to include research, scholarly and creative work. For the purposes of this policy 'service' is broadly defined to include administrative service to the university, professional service to the faculty member's discipline, and the provision of professional expertise to public and private entities beyond the university."

Because of the emphasis on teaching and service in the regional campuses, faculty members have a special responsibility to develop, continue, and sustain, in the long term, a program of high quality teaching and service; indeed, greater consideration may be given to these areas when evaluating faculty whose appointment is at a regional campus.

2. Tenure and Tenure-track Faculty

The quality of a candidate's scholarship, teaching, and service is of central importance in personnel decisions. Criteria for assessing this quality for candidates for reappointment, tenure, and promotion are developed departmentally and collegially, and appear in their respective departmental handbooks. Guidelines used to weight those criteria in tenure and reappointment reviews are developed by the Stark Campus and appear in this handbook. Information regarding minimal expectations of performance and years in rank are described or referenced in the original appointment letter, in the *University Policy Register* (3342-6-06, 3342-6-08), and procedural guidelines and timetables circulated annually by the provost's office.

Faculty eligible for promotion will be nominated either by their unit faculty advisory committee (department, school, or independent college), by self-nomination, by the unit administrator, or by an academic administrative officer of the University in the spring semester. Candidates for tenure or reappointment will be notified in the spring that a review will begin early in the fall semester of the next academic year. The Provost's office initiates the review process for all candidates by circulating the annual guidelines and timetables for faculty review to units throughout the University. The unit administrator will make these materials available to the candidates for reappointment, tenure, and promotion no later than three weeks before the deadline for submission of files and supplemental materials, which is at the end of the first week of the fall semester. At the same time in tenure and reappointment reviews, the Dean will make available to the candidate and the unit copies of Kent State Stark's method of weighting unit criteria. Tenure and reappointment evaluations at all levels of review and on both the Stark and Kent Campuses should follow the Kent State Stark's method of weighting unit criteria.

Kent State Stark candidates are responsible for developing and organizing a file that presents evidence supporting their reappointment, tenure, or promotion. The file is certified as complete by the unit administrator and is then available for review by the unit and Stark Campus reappointment, tenure, and promotion committees. The chair of the Council then convenes and chairs the Kent State Stark reappointment, tenure, and promotion committee. Members of the committee are all tenured members of Council. The file is read by all members of the committee and is the subject of candid discussion, except that no member shall be present while the committee discusses or votes on his or her own case, or on the case of a domestic partner or relative. Further, no member other than the Council chair shall be present while the committee (1) discusses or votes on a promotion to a rank higher than that of the individual member, or (2) while the committee discusses or votes on the tenure of an individual in a rank higher than that of the individual member. After the committee meeting, each member prepares and signs an evaluation form in support of his or her vote, and conveys the evaluation to the faculty chair. The Council chair then summarizes the committee's vote, deliberations, and signed evaluation forms in a letter of recommendation to the Dean. Votes in tenure and promotion considerations are "yes" or "no". Three-fourths of the tenure and promotion committee voting "yes" represents an endorsement of the candidate. In reappointment considerations, a third type of vote, "yes with reservation," is also allowed. A vote of "yes with reservation" is a positive vote for reappointment, but it carries with it an additional note of concern. A simple majority of the reappointment committee voting "yes" or "yes with reservation" represents an endorsement of the candidate.

After reviewing the materials and advisory recommendations, the Dean makes a recommendation to the appropriate college/school dean. The review process continues with recommendation letters from the college/school dean and the Vice President for System Integration prior to consideration by the Provost. Candidates for reappointment, tenure, or promotion should consult the appropriate appendices of the *Collective Bargaining Agreement* or sections of the annual *Procedures and Policies Governing the Review of Faculty* for information regarding appeal and grievance procedures.

Although a faculty member may stand for both tenure and promotion at the same time, it should be remembered that these are two distinct personnel actions requiring separate files and documentation, procedures, timetables, and guidelines. Moreover, undergoing a successful tenure review is a necessary condition for promotion to associate or full professor.

3. Kent State Stark Guidelines for Weighting Unit Tenure and Reappointment Criteria

Kent State Stark considers the annual probationary reappointment review to be a formative and mentoring evaluation. It is an opportunity to help colleagues establish a record of performance in scholarship, teaching, and service that will be sufficient for continued reappointment and ultimately a successful tenure review. In return, each year candidates are expected to demonstrate through their self-reflection materials and improvement activities how they addressed issues raised in the previous year's review. The file submitted is to be an accurate, complete, and well-organized representation of the candidate's record.

Candidates for review are not evaluated along single, isolated dimensions of performance, but rather on their whole performance, viewed as a unified, integrated record of a teacher-scholar and university citizen. Since candidates are evaluated on their entire record, it is inappropriate to assume that excellence in one area can offset a deficiency in another. Reappointment and tenure evaluations are guided by the following general principles, which reflect the mission and values of the campus:

1. Teaching

Because teaching is the primary mission of the Stark Campus, the goal for a successful candidate for reappointment and eventual tenure is to demonstrate excellence in teaching.

Excellence in teaching may be evaluated in multiple ways, including, but not limited to, effective course design and teaching materials, a pattern of positive comments on student evaluations, supportive peer evaluations, ongoing efforts to reflect upon and improve the act of teaching, and positive SSI scores. Excellence in teaching may also be demonstrated by pedagogical research related to the discipline and disseminated for peer review.

2. Scholarship

Because active engagement with the discipline is necessary to remain current in teaching, a successful candidate for reappointment must demonstrate scholarship appropriate to the discipline and venue, which could include pedagogical research, and which is disseminated for peer review. In early years of reappointment, the candidate must at least demonstrate the development of appropriate scholarship.

By the time of the tenure review, it is expected that this scholarship will have been reviewed/performed/exhibited at the appropriate level of impact (e.g., international, national, regional) for the discipline. Note that the “appropriate level” refers to level of impact rather than to geography. For example, an artistic performance or exhibition could have a regional or national impact even though it is held locally. All candidates are to provide support for the case that their work is of an appropriate level for the discipline.

3. Service

Service is expected of all tenure-track faculty. By the time of the tenure review, it is expected that the candidate will demonstrate a pattern of increasing service contributions, including some form of leadership (e.g., committee chair or campus representative) or a variety of lesser but noteworthy contributions. Faculty are encouraged to contribute to all levels of service: campus, unit and university. Service also includes professional contributions to the faculty member’s discipline, and the provision of professional expertise to public and private entities beyond the university.

4. Evaluation Process Overview

Each year the reappointment and tenure process necessarily has new candidates and new committee members who may be unfamiliar with the process and how to operationalize the criteria in reviews. This section provides a guide to how this can be done—without prescribing how it *must* be done—to facilitate evaluation consistency and to clarify expectations as reappointment and tenure ballot recommendations are made.

A candidate’s performance in each category—teaching (Section IV.3.1), scholarship (IV.3.2), and service (IV.3.3)—can be evaluated using a four-rank scale of excellent, significant, satisfactory, and deficient.

Because of the differences among disciplines and publication, presentation, performance, and/or exhibition venues—and the year of the review process—it is inappropriate to quantify absolutely the scale noted above. Based on the standards of the relevant discipline, the

testimony provided by the candidate’s file and peer reviewers, and the discussions during the reappointment/tenure committee meetings, each member of the committee must necessarily apply his or her own professional judgment in the review to make a final ballot recommendation. When all the evaluations are summarized, a recommendation regarding a candidate’s *whole performance*, viewed as a unified, integrated record of a teacher-scholar and university citizen emerges consistent with Section IV.3.

Candidates standing for reappointment and tenure are strongly encouraged to acknowledge these facts as they prepare their files and to explain fully why they think their accomplishments should be considered excellent, significant, or satisfactory given their discipline, their year in the review process, and how they addressed issues raised in the previous year’s review.

In a reappointment decision, evaluators are required to make a final ballot recommendation of “yes,” “yes with reservations,” or “no.” For tenure decisions, only final ballot recommendations of “yes” or “no” are possible. The *minimum* performance required for an unreserved positive ballot recommendation for a candidate’s reappointment or tenure can be illustrated by the following table:

Teaching (IV.3.1)	Scholarship (IV.3.2)	Service (IV.3.3)
excellent	satisfactory	satisfactory
significant	significant	satisfactory
significant	satisfactory	excellent
satisfactory	excellent	satisfactory

It should be made clear to both reviewers and candidates that this table does not attempt to identify every possible combination of performance leading to specific ballot recommendations, as that would be inconsistent with the intent of guidelines. Instead, it is consistent with and intended to signal the “general principles, which reflect the mission and values of the campus.” “Deficient” does not appear in the table because deficiency in any area signals that a “yes with reservation” or a “no” reappointment ballot recommendation is warranted. In the case of tenure, it signals that a negative ballot is indicated. Finally, it should be reemphasized that this table makes no attempt to quantify absolutely what constitutes excellent, significant, satisfactory, or deficient performance, which was discussed above.

For tenure-track librarians, whose primary appointment is not as a classroom instructor, *The Work Culture of Libraries and Media Services at Kent State University* document should be consulted as it describes the criteria used for assessing the teaching and scholarship of librarians.

4. Full-Time Non-Tenure-Track Faculty

Per Article X, Section 1. of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*, FTNTT faculty members “are full-time faculty of Kent State University who are appointed annually to

a limited term of employment with the University. Appointments and offers of employment in this role are made annually at the sole discretion of the University. The normal duration of appointment is nine months, encompassing a full academic year, excluding summer and intersession(s) following the conclusion of one (1) academic year and the inception of the next academic year.” Per Article X, Section 3. of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*, “[w]hile it is recognized that appointments for FTNTT Faculty members covered by this Agreement are made annually and that the term of each appointment is limited to a single academic year, a FTNTT Faculty member may be offered an appointment for a subsequent academic year if programmatic need, satisfaction with performance of previous responsibilities, and budgeted resources supporting the position continue in accord with the conditions and provisions of Section 2.A. of this Article and with the procedural expectations detailed in Section 2.B.”

According to Article X, Section 3.A. of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*, “[t]he provisions of this Section do not, however, create any right to expectation of continuous employment nor do they create a right to renewal of appointment as a regular and routine condition of employment save as the University, at its sole and exclusive discretion and in accord with the provisions of this Article, may deem suitable in accord with the priorities of continuing programmatic need, its assessment of demonstrated satisfactory performance of current and previous responsibilities in a faculty capacity by the FTNTT Faculty member, and its determination of sufficient budgeted resources to continue to sustain the position. In the event of unsatisfactory performance, unit administrators should discuss the performance issue(s) with the FTNTT Faculty member as soon as possible.”

1 According to Article X, Section 3.B. of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*, “[a]cademic units, regional campuses, Colleges without departments or schools and University Libraries are encouraged to develop guidelines for the allocation and reallocation of FTNTT Faculty positions and include those guidelines in the unit/regional campus’ section of the Faculty Handbook or as such handbook(s) may subsequently be modified, amended or otherwise revised for this purpose. The following are a list of suggested considerations:

1. completion of one (1) successful Full Performance Review;
2. completion of more than one (1) successful Full Performance Review;
3. the University’s commitment to affirmative action and its policies adopted there under;
4. quality of the bargaining unit member’s contributions as documented with the accumulated record; or
5. the impact on the academic program or regional campus resulting from the release of the FTNTT Faculty member, which may be assessed by necessary credentials, experience, academic rank and competence to perform the instructional and/or other responsibilities of such a FTNTT Faculty member which are essential to a designated program(s).”

In accordance with procedures and timelines established by the University, as annually distributed through the Provost’s office, a Stark Campus FTNTT candidate for review is responsible for developing and organizing a file presenting evidence supporting her or his continuing appointment. The file is then made available to the Stark Campus Performance Review Committee. The FTNTT Performance Review Committee will be chaired by the Council Chair, and will consist of all tenured

Council representatives and all promoted Council FTNTT representatives. The file is read by all members of the committee and is the subject of candid discussion, except that no member shall be present while the committee discusses or votes on the case of a domestic partner or relative. After the discussion and vote, the Council chair summarizes the committee's vote and deliberations in a letter of recommendation to the Dean. Votes in FTNTT performance reviews are "yes," "yes with concerns," or "no." A vote of "yes with concerns" is a positive vote, but it carries with it a note of concern. A simple majority of the reappointment, tenure, and promotion committee voting "yes" or "yes with concerns" represents a positive assessment of the candidate. After reviewing the materials and advisory recommendations, the Dean will make a judgment regarding reappointment in view of the candidate's past record, programmatic needs, and budgeted resources supporting the position. Each FTNTT faculty member is to be provided with a written summary of the outcome and conclusions of the review and an indication of whether an additional appointment may be anticipated and, if so, under what programmatic, budgetary and/or anticipated staffing or projected enrollment circumstances. FTNTT candidates for review should consult Article VI of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement* regarding appeal and grievance procedures.

5. Kent State University at Stark Criteria for FTNTT Faculty Three-Year Term Performance Review

Per Article X, Section 7 of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*, FTNTT faculty members completing three or six consecutive academic years of annually renewable contracts shall be subject to a Full Performance Review during the third and sixth year respectively, before an additional appointment can be anticipated or authorized. While acknowledging the varied contributions and responsibilities of FTNTT faculty members, classroom instruction is the principal responsibility of an FTNTT faculty member in the Instructional Track, so the goal in the three-year Performance Review is to document excellence in teaching. Such excellence may be evaluated in multiple ways, including, but not limited to, effective course design and teaching materials, a pattern of positive written comments on student evaluations, supportive peer evaluations, ongoing efforts to reflect upon and improve the act of teaching, and consistently positive SSI scores. Fulfilling those minimal expectations and responsibilities required of all faculty members as delineated in Section III is necessary—but not sufficient—for teaching excellence.

1. The Full Performance Review file will normally include the following items:
 - a. Past Performance Review letters, if any;
 - b. A self-evaluation providing an assessment of the candidate's teaching during the period under review, as well as the candidate's performance of other responsibilities, if any;
 - c. An up-to-date curriculum vitae;
 - d. Workload statements for the period under review;
 - e. The syllabi for courses taught during the period under review;
 - f. The Evaluation Summaries of Student Surveys of Instruction (SSI) for all courses taught during the period under review. SSI summaries include both numerical data and student written comments; and
 - g. One peer teaching review each year during the period under review.

2. At the candidate's discretion, the Full Performance Review file may include other materials that will clarify and/or enhance her or his record of excellent teaching, including but not limited to:
 - a. Samples of examinations, assignments, study guides, and/or other course materials;
 - b. Evidence that the candidate has remained current in the pedagogical theory of her or his discipline;
 - c. Details of innovations in teaching, e.g., service learning or the use of learning technologies;
 - d. Documentation of teaching awards or nominations;
 - e. An account of scholarly or professional activity necessary to maintain professional standing in the discipline; and
 - f. Assessments of other contributions beyond the contractual expectations for FTNTT faculty members.

3. Evaluation Process Overview

Each year the performance review process necessarily has new FTNTT candidates and new Performance Review Committee members who may be unfamiliar with the process and how to operationalize the criteria in reviews. This section provides a guide to how this can be done—without prescribing how it must be done—to facilitate evaluation consistency and to clarify expectations as committee recommendations are made to the Dean.

A candidate's teaching performance can be evaluated using a three-rank scale of excellent, satisfactory, and unsatisfactory. Because of the differences among disciplines—and acknowledging the varied contributions and responsibilities of FTNTT faculty members—it is inappropriate to quantify absolutely the scale noted above. Based on the standards of the relevant discipline, the testimony provided by the candidate's file and peer reviewers, and the discussions during the committee meeting, each member of the Performance Review Committee must necessarily apply her or his own professional judgment in the review to make a vote of "yes," "yes with concerns," or "no." Usually, a record of performance judged to be excellent receives a "yes" vote, while an unsatisfactory record receives a vote of "no." A vote of "yes with concerns" may be warranted if a candidate's record of performance is judged to be satisfactory in most respects, but is problematic in others. Examples of problematic aspects of a candidate's record include, but are not limited to:

- a. A poorly organized or incomplete file, e.g., files lacking peer teaching evaluations when appropriate;
- b. SSI scores on various dimensions of a candidate's performance evidencing a recurring problem, e.g., showing disrespect to students or being unavailable for student consultation;
- c. A recurring kind of student written complaint left unaddressed in the self-evaluation, e.g., "It took weeks to get our papers back";
- d. Poorly crafted syllabi evidencing an inadequate number or kind of evaluations of student learning; and
- e. Evidence that the candidate's courses are insufficiently rigorous.

FTNTT candidates undergoing a three-year performance review are strongly encouraged to acknowledge these facts as they prepare their files and to explain fully why they think their teaching performance should be considered excellent or satisfactory.

6. Kent State Stark Criteria for FTNTT Faculty Simplified or Abbreviated Performance Review

Per Article X, Section 8 of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*, after nine (9) twelve (12) and fifteen (15) years of consecutive appointments, FTNTT Faculty members shall undergo a simplified performance review". While acknowledging the varied contributions and responsibilities of FTNTT faculty members, classroom instruction is the principal responsibility of an FTNTT faculty member in the Instructional Track, so the goal in the Simplified Performance Review is to document excellence in teaching. Fulfilling those minimal expectations and responsibilities required of all faculty members as delineated in Section V is necessary—but not sufficient—for continuing teaching excellence.

1. The Simplified Performance Review file will be electronically submitted, and will normally include the following items:
 - a. A narrative of up to five pages in which the candidate describes her or his professional activities during the past three years;
 - b. An up-to-date curriculum vitae; and
 - c. The summaries of Student Surveys of Instruction (SSI) for all courses taught during the period under review. SSI summaries include both numerical data and student written comments.
2. At the candidate's discretion, the Simplified Review file may include other materials that will clarify and/or enhance her or his record of continuing excellent teaching, including but not limited to:
 - a. Past Performance Review letters, if any;
 - b. A self-evaluation of the candidate's teaching performance during the past three years;
 - c. Recent peer teaching reviews;
 - d. Samples of syllabi, examinations, assignments, study guides, and/or other course materials;
 - e. Evidence that the candidate has remained current in the pedagogical theory of her or his discipline;
 - f. Details of innovations in teaching, e.g., service learning or the use of learning technologies;
 - g. Documentation of teaching awards or nominations;
 - h. An account of scholarly or professional activity necessary to maintain professional standing in the discipline; and
 - i. Assessments of other contributions beyond the contractual expectations for FTNTT faculty members.

3. Evaluation Process Overview

Each year the performance review process necessarily has new candidates and new Performance Review Committee members who may be unfamiliar with the process and how

to operationalize the criteria in reviews. This section provides a guide to how this can be done—without prescribing how it must be done—to facilitate evaluation consistency and to clarify expectations as committee recommendations are made to the Dean.

A candidate's teaching performance can be evaluated using a three-rank scale of excellent, satisfactory, and unsatisfactory. Because of the differences among disciplines—and acknowledging the varied contributions and responsibilities of FTNTT faculty members—it is inappropriate to quantify absolutely the scale noted above. Based on the standards of the relevant discipline, the testimony provided by the candidate's file, and the discussions during the committee meeting, each member of the committee must necessarily apply her or his own professional judgment in the review to make a vote of "yes," "yes with concerns," or "no." Usually, a record of performance judged to be excellent receives a "yes" vote, while an unsatisfactory record receives a vote of "no." A vote of "yes with concerns" may be warranted if a candidate's record of performance is judged to be satisfactory in most respects, but is problematic in others. Examples of problematic aspects of a candidate's record include, but are not limited to:

- a. A poorly organized or incomplete file;
- b. SSI scores on various dimensions of a candidate's performance evidencing a recurring problem, e.g., showing disrespect to students or being unavailable for student consultation; and
- c. A recurring kind of student written complaint left unaddressed in the self-evaluation, e.g., "It took weeks to get our papers back."

FTNTT candidates undergoing a simplified performance review are strongly encouraged to acknowledge these facts as they prepare their files and to explain fully why they think their teaching performance should be considered excellent or satisfactory.

7. Kent State Stark Criteria for FTNTT Faculty Performance Reviews after Eighteen Years of Consecutive Appointments

Per Article X, Section 9. A. of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*, "[a]fter eighteen (18) years of consecutive appointments, and every three (3) years thereafter, FTNTT Faculty members shall be reviewed by their academic unit administrator. This administrative performance review will follow the format, procedures and timelines established by the University, as annually distributed through the Office of Faculty Affairs. To complete this review, the academic unit administrator will schedule a meeting with the FTNTT Faculty member who will submit, prior to the meeting, a current vitae and a narrative of 1-3 pages in which the FTNTT Faculty member describes her/his professional activities during the past three (3) years prior to the meeting. A FTNTT Faculty member who successfully completes this review is eligible for a three (3) year term of annually renewable appointments which is conditional from year to year only upon continued satisfaction with demonstrated performance, continued programmatic and staffing need within the academic unit, and continued budgetary resources supporting the position."

Per Article X, Section 9. B. of the *Full-Time Non-Tenure Track Faculty Collective Bargaining Agreement*, "[a]t the conclusion of this review and after consultation with the College Dean, if applicable, the academic unit administrator will provide the FTNTT Faculty member with a written summary of its outcome and conclusions and an indication of whether an additional appointment

may be anticipated and, if so, under what programmatic, budgetary and/or anticipated staffing or projected enrollment circumstances.

1. In the event that an additional appointment is not indicated, the academic unit administrator will include in the written summary provided to the FTNTT Faculty member an explanation of whether lack of adequate satisfaction with performance or the absence of anticipated continuing programmatic need or budgeted resources to support the position is the reason. The academic unit administrator's written summary will inform the FTNTT Faculty member that he/she has the right, within ten (10) days, to add a statement to his/her file concerning any procedural error(s) or error(s) of fact that the FTNTT Faculty member believes have been included in the unit administrator's written summary.
2. The FTNTT Faculty member may meet with unit administrator and, if desired, seek review of the unit administrator's decision as described in Section 6.B.2 above [of Article X].
3. An additional appointment immediately subsequent to the completion of this administrative performance review normally is expected to be part of a three-year term of renewable annual appointments as defined in Section 7 above, provided that continuing programmatic need and budgeted resources supporting the position can be anticipated for the term in question.
4. When a FTNTT Faculty member is approved for a three-year term of annually renewable appointments, as defined in Section 7 above [of Article X], and the unit administrator determines that a subsequent review is needed due to performance concerns, the unit administrator will include a written performance plan that clearly identifies the performance issue(s) and the steps the FTNTT Faculty member must take to correct the issue(s). This performance plan must also state what materials the FTNTT Faculty member will need to submit to measure improvement. The unit administrator will also include a timeline and procedure for this subsequent review in the written summary of the review provided to the FTNTT Faculty member as described in B.1 of this Section 9."

V. CRITERIA, PERFORMANCE EXPECTATIONS, AND PROCEDURES RELATING TO MERIT AWARDS

In conformity with the tenure-track *Collective Bargaining Agreement*, the University will sometimes establish an additional salary increment pool for recognizing documented *Faculty Excellence* in achievement, performance, and contribution. "Merit" is performance *above and beyond job expectations* for faculty at Kent State University at Stark.

1. General Principles

In conformity with the *Collective Bargaining Agreement*, three broadly-defined areas of demonstrated faculty excellence, consistent with the mission of Kent State University at Stark, are to be recognized through Merit Awards: (1) *Teaching*, (2) *Research and/or Creative Activities*, and (3) *Service*.

When Merit Awards are to be made, a pool for this purpose shall be established for Kent State University at Stark. The expectation is that forty-five percent (45%) of the pool will be used to recognize contributions in *Teaching* including student advisement and efforts in support of student recruitment and retention activities; thirty-five percent (35%) of the pool will be used to recognize demonstrated productivity and substantiated achievement in *Research and/or Creative Activities*,

including appropriate and substantiated professional development; and twenty percent (20%) of the pool will be used to recognize contributions in *Service*, including campus, university, professional, and appropriate community service.

Procedures, allocations, and timelines for determining Merit Awards for any given year shall be conducted in accordance with guidelines issued by the Office of the Provost.

2. General Criteria for Determining Merit Awards

In determining the extent to which the performance, contributions, or achievements of a faculty member satisfy these guiding criteria for “Merit,” it is useful to consider some examples of expected or “baseline” faculty performance that do not qualify as meritorious.

Examples of expected or “baseline” faculty performance during the “merit period” may be evidenced by:

1. Average classroom performance teaching 24 load hours/year as evaluated by student surveys;
2. Regular attendance at office hours;
3. Writing student recommendations;
4. Some effort to remain current in pedagogy;
5. Some participation in campus service activities (e.g., service on one or two campus, department, or university committee per academic year);
6. Some effort to remain current in one’s area of expertise (e.g., a conference attendance or two per AY).

Any teaching, research and/or creative activities, or service that is in the merit application and was awarded a workload equivalency, payment/salary, or an honorarium must also include the amount of workload equivalency, payment/salary, or honorarium received (e.g., load reduction for being Faculty Chair, a grant recipient or administrator, or unit coordinator).

Where appropriate, applicants should include whether a presentation or performance was made at the local, regional, national, or international level.

Being mindful of the significant variation in faculty roles, responsibilities, disciplines, and departments, as well as campus, college, or school expectations, different achievements may qualify as meritorious. It is upon each applicant for a Merit Award to provide an explanation of why their accomplishments deserve merit. No accomplishment shall be considered for merit in more than one of the three areas. It is possible that an applicant may not receive a merit award in one of the categories because merit awards are contingent on the quality of the individual application and the overall strength of the applicant pool.

3. Criteria for the Assessment of Teaching

The faculty member must be engaged in pedagogical activity that goes beyond baseline performance, and may demonstrate an appropriate meritorious level of activity by achievements including but not limited to the following:

1. Being nominated for, being a finalist for, or receiving teaching awards;

2. Consistent above-average classroom performance as indicated by student surveys and/or peer reviews;
3. Uncompensated teaching overloads or supervising internships;
4. Supervising independent studies or utilizing an undergraduate research assistant for teaching-related research;
5. Supervising theses or other student research or creative activity projects that are not part of a class requirement;
6. Teaching-related grant activity including submission of a proposal for extramural support, receipt of an extramural grant, scholarship grants (e.g., Choose Ohio First grant's research and internship component) or serving as principal investigator or co-investigator on an active grant;
7. Teaching-related publications, including journal articles, books, and monographs;
8. Teaching-related presentations at international, national, regional, or local conferences or workshops;
9. Involvement in professional development beyond basic expectations (e.g., Teaching Scholars, Science Education Resource Center);
10. Developing and implementing innovative pedagogical techniques;
11. Developing new courses.

4. Criteria for the Assessment of Research and/or Creative Activity

The faculty member must be engaged in pedagogical activity that meets department/school/college standards for appropriate scholarship in the discipline, and may demonstrate an appropriate level of activity identified by achievements including but not limited to the following:

1. Publication of research and/or creative activity in academic journals or disseminated through reputable publishing houses (e.g., books, monographs);
2. Publication of plays, scripts, scores, and dance choreography, or creation of original compositions or commissioned music recordings, or other visual or mixed media works;
3. Publication of encyclopedia entries and book reviews;
4. Grant activity including submission of a proposal for intramural or extramural support for research or creative activity, receipt of an intramural or extramural grant for research or creative activity, or serving as principal/co-investigator or project director on an active grant;
5. Supervising undergraduate and/or graduate students in research or creative endeavors outside of formal coursework (e.g., Undergraduate Research Assistant, Summer Undergraduate Research Experiences, McNair Research Scholar);
6. Exhibitions, installations, or performances of work that are either solo, invited/juried, or competitive;
7. Presentations of scholarly work, being a panel discussion participant, facilitating a workshop, or serving as a keynote speaker at professional meetings or conferences;
8. Invited participation on grant panel discussions or to evaluate grants;

9. Notable recognition of scholarship or professional competence (e.g., research or artistic award, being named a fellow of a scholarly or artistic society);
10. Securing a patent;
11. Serving on editorial boards for journals or other publishers.

5. Criteria for the Assessment of Service

All faculty are expected to contribute and participate in university service and citizenship activities to the Stark Campus, Kent State University, disciplinary professional organizations, and community. A faculty member demonstrates meritorious accomplishment in University Service and Citizenship through significant contributions that rise above normal expectations. Such meritorious service and citizenship accomplishments may be identified by activities including but not limited to the following:

1. Engaging in outreach, recruitment, campus life, retention, and graduation driven activities that have a direct impact on sustaining and increasing enrollment and promoting the University or Campus;
2. Coordinating grants that directly impact student scholarships (e.g., Choose Ohio First) or other grants for teacher training that strengthens the course offerings of the Campus (e.g., College Credit Plus) that are apportioned as non-compensatory load equivalencies;
3. Contributing regularly and substantially to faculty governance, at the Campus, department/school/college, Regional Campuses, and/or University levels as appropriate with the faculty member's status and rank;
4. Providing significant service to the Campus, department, school/college, Regional Campuses, and/or University by making substantial contributions to various projects that will help the unit to fulfill its educational and community engagement and outreach endeavors;
5. Demonstrating Campus leadership commensurate with rank (e.g., serving effectively as an officer or chair of a standing or ad-hoc committee, providing significant service to a department/school/college, Regional Campuses, or University committee);
6. Service to the profession (e.g., participating as an officer in an academic society, serving on committees of academic societies, reviewing articles and/or grants, judging art works, reviewing external colleagues for tenure/promotion, organizing a session at a professional meeting or workshop);
7. Public outreach and engagement such as presentations or workshops to community groups, clubs, or other similar venues;
8. Exceeding the terms of the workload equivalency policy to perform University citizenship duties (e.g., service as Faculty Chair, Coordinator of a discipline or program) by making contributions that are of higher quality or require more time than what the workload equivalency policy stipulates.

6. Campus Procedures for Determining Merit Awards

1. Forms, deadlines, and instructions for application will be made available by the Dean and the Council Chair when Merit Awards are to be made.

2. Tenured and tenure-track members of Council will carefully read each file, with each person forming his or her independent evaluation.
3. Tenured and tenure-track Council members will meet in executive session to consider each applicant's file. This session is solely for appraising each applicant's record, asking questions of constituency members, and clarifying information. This session is not for explicitly comparing the performances of colleagues in open discussion. Each Council member is responsible for making those kinds of judgments independently after the meeting concludes. Council members will not be present for the discussion of their own files or for the discussions of the files submitted by their spouses or significant others.
4. Each Council member shall assign to each file a score between 0 (low) and 10 (high) in each category for which the faculty member has applied. Scores will be submitted electronically and will remain anonymous at every stage of the process. The scores will be tallied and the median computed. Then all applicants will be ranked per the median score for each faculty member.

Council members are not allowed to assign scores to themselves, their spouses or significant others, so not everyone will have the same number of total votes. However, the median score should reflect the correct ranking.

The integrity and fairness of the process demands that the scoring by Council members be done without consultation with other Council members or non-Council members of the faculty.

5. The Council Chair and Secretary shall submit the median rank score for each category for each applicant, as well as the original data the medians were based upon, to the Dean. The Chair and Secretary shall keep all the scores confidential.
6. The Dean will make a preliminary determination of the Merit Awards and notify individual faculty members, the Council, and the Provost. Faculty members who wish to know their discrete ranking in each category by the Dean or by Council may request that information from the Dean.
7. A faculty member shall have the right to request reconsideration of the preliminary determination. The procedure for making such a request is as follows:
 - a. The request shall be made, in writing, to the Dean for transmission to the Council for its review and recommendation on reconsideration.
 - b. A necessary condition for Council review of a written request for reconsideration is that the request must give an informed and substantive reason for reconsidering the preliminary determination. An informed reason is based upon at least as much information as was available to Council. Thus, the expectation is that any faculty member requesting reconsideration will have reviewed the documentation submitted by all applicants for Merit Awards who would be affected by a revision of the preliminary determination. A substantive reason discloses a significant misinterpretation or a real and verifiable error in the preliminary determination. Thus, disappointment about the size of an award alone is insufficient reason to request reconsideration. Those appealing may request to present their reconsideration rationale to the Council.
 - c. After evaluating all requests for reconsideration, the Council will make a final recommendation to the Dean.

- d. The Dean will make a final determination of Faculty Excellence Awards and notify affected individual faculty, the Council, and the Provost.

VI. OTHER STARK CAMPUS ACADEMIC GUIDELINES

1. Kent State Stark Mission Statement

Kent State Stark combines the best of a major university and a liberal arts college. Kent State Stark serves our region as a key intellectual resource providing access to academic, economic, and cultural advancement through excellence in teaching and learning.

2. Structure and Organization of the Kent State Stark Administration

The Dean is the chief administrative officer for Kent State Stark. The Dean has broad responsibilities for academic and administrative leadership, financial management, planning, personnel actions, student life, outreach to business and industry, facilities, and all other aspects of campus operations. The Dean is the University's representative to the community. Other administrative officers at the Kent State Stark include:

2. Assistant/Associate Dean for Academic Affairs, who is responsible for the academic schedule construction; academic staffing and orientation; and supervision of the library and faculty secretaries. The Assistant/Associate Dean for Academic Affairs also provides leadership in the planning and implementation of new curricular initiatives at the campus, and administrative support to the Dean for faculty evaluation, reappointment, tenure and promotion, and faculty development programs. The Office of Academic Affairs also oversees the College Credit Plus (CCP) program and manages the Global, Multicultural, and Outreach Initiatives.
3. Assistant Dean for Enrollment Management, who directs the delivery of a full range of services to prospective and current students including admissions, financial aid, registration, academic advising, student accessibility services, career services, fitness and wellness and student life. The Assistant Dean for Enrollment Management also aids in the planning and implementation of new enrollment-generating initiatives at the campus, participates in the development of the annual class schedule, assists in the orientation of new faculty, provides data in support of campus management decisions, and reports student body demographics to various internal and external constituencies.
4. Business Services Administrator Business Services Administrator, who plans, develops, and manages the business and financial operations; and oversees the maintenance and safety of the campus. The Business Services Administrator manages campus support operations including safety and security, housekeeping, building and grounds maintenance, construction, renovations, business office, mail room, and media services.
5. Director of External Affairs & Community Relations, who oversees external affairs and community relations at Kent State University at Stark, which includes marketing and public relations as well as The Corporate University, special events and other non-academic campus outreach functions, through a team of administrative, professional and support staff. Additionally, the Director is the liaison to the Dean's Advisory Board and works with the Office of Governmental Affairs on local government issues.

6. Director of Advancement, who offers a variety of ways to financially support the projects and programs at Kent State University at Stark that are important to the campus, its student body and to the community it serves.
7. Kent State Stark has an Advisory Board, composed of area citizens whose responsibility is to express community needs and attitudes to the Dean and to communicate campus needs, university concerns, and messages to the public. The chairperson of the Advisory Board acts as the community liaison for the campus.
8. Organizational charts for the various divisions of the University may be found on the Kent State Stark Human Resources website; it is currently at: <http://www.kent.edu/stark/human-resources>.

3. New Faculty Orientation and Mentors

New Faculty at Kent State Stark will likely find themselves invited to several different orientation sessions during the first months of their appointment. This reflects the need to learn simultaneously about the resources and general culture of the Stark Campus, the Regional Campuses, one's home department, and the entire University.

The Kent State Stark administration will see that new faculty receive all necessary hiring documents per current University policy. In addition, it is expected that new hires will be informed about professional expectations that are specific to the Campus' unique mission within the University system, as well as the procedures and criteria used at Kent State Stark in professional development and evaluation (especially the reappointment process). Department coordinators will also be disseminating similar information regarding procedures within a new faculty member's home department.

This information will be supplemented by the assignment of faculty mentors to help new faculty adjust to the campus and the University. Campus deans and department coordinators are responsible for selecting a suitable mentor (or resource person) who has the rank and/or experience to introduce the newly hired individual to his or her campus/department, to answer questions and to generally help during the first year of appointment.

4. Faculty/Student Conduct

Interpersonal relations are difficult to prescribe and evaluate, and yet they set the tone and environment for the learning experience. Kent State Stark subscribes to the conduct policies set forth in the University Digest of Rules and Regulations and the University Policy Register. At a minimum, faculty should strive to achieve the following in their classrooms:

1. The treatment of all participants, faculty and students alike, with courtesy, civility, and respect;
2. The establishment of a climate wherein questions, relevant comments, and intellectual interaction are encouraged;
3. The nondiscriminatory treatment of students, regardless of their personal or social backgrounds, preferences, or characteristics;
4. The encouragement of civil conduct by considering the addition of a statement in the syllabus to that effect.

5. Student Complaints/Faculty Conduct

The *University Policy Register* and the *Digest of Rules and Regulations* outlines the procedure for addressing student complaints against instructors. Kent State Stark has a student complaint adviser, a faculty or staff member appointed by the Dean, who shall put such policy into motion when requested. When there is a failure to resolve the grievance between the student and the respondent, the officer has the responsibility of convening a hearing committee composed of faculty and student representatives. The outcome of the hearing is reported to the Dean on the proper form and in a timely manner.

6. Faculty Complaints/Student Conduct

The *University Policy Register* and the *Digest of Rules and Regulations* outlines the procedure for addressing faculty complaints about inappropriate student conduct. The Dean shall appoint a student conduct coordinator, a member of the Dean's administrative staff. The Dean will also recommend at least two full-time faculty or staff members as hearing officers, who, along with student representatives, will hear cases convened at the discretion of the conduct coordinator. Such behavior as deemed disruptive to the integrity of the class or that presents an implied or direct threat to the instructor or classroom progress should be brought to the attention of the Student Conduct Officer. He or she may then initiate the formal process of a hearing to determine a student's right to remain in the class or in the University.

7. Cheating and Plagiarism

Responses to cheating and plagiarism are discussed in detail in the *University Policy Register* and the *Digest of Rules and Regulations*. Appropriate punishment for each offense is an individual question and should be decided per the *University Policy Register* and in consultation with other authorities as necessary. Additional guidance regarding plagiarism is located on the Kent State Stark web page (under Faculty Governance, Teaching policies).

8. Accommodating Students with Disabilities

Student Accessibility Services (SAS), headed by the SAS Disability Coordinator, is in the Academic Success Center, lower level of the Campus Center (ph. 330-244-5047). The SAS Office accepts documentation presented by students to validate a disability under the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. Once validated, accommodations plans are created through an interaction process with the student and the Disability Coordinator. Accommodation letters are then created outlining the approved accommodations. These letters are given by the student to the professor/instructor informing them of their approved accommodations. This interaction allows for an open dialogue between the student and professor as to how to implement the selected accommodations. Any questions regarding the proposed accommodations are to be directed to the SAS Coordinator. Accommodation letters are confidential and are not to be discussed with others. Faculty does not retain the right to review the student's presented documentation and/or refuse or alter the designated accommodations.

Per a directive from the Associate Dean's Office (12/6/06), which requires compliance with the "Americans with Disabilities Act of 1990," this statement or a revision circulated by the Assistant/Associate Dean, must be included on all course syllabi:

“University policy 3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-244-5047 or visit www.kent.edu/stark/student-accessibility-services for more information on registration procedures).”

9. Guidelines Regarding Extra Credit/Bonus Assignments

While recognizing the wide range of courses taught on our campus and the right of individual faculty members to design their courses in whatever manner they believe is appropriate, there remain professional standards, which should be maintained by all faculty. Grades in a course should be determined based on students' performance on assessments which are based on their mastery of course material. In general, use of “Extra Credit” or “Bonus” assignments is discouraged. However, if extra credit must be assigned, the following guidelines should be applied:

1. Extra credit assignments should only be given if they are directly related to the course material.
2. Extra credit assignments should allow students to acquire knowledge related to the course that would not be practical to obtain in the classroom.
3. Extra credit work should not account for a significant portion of students' grades.

10. Policy on Computer Software and Usage

1. Policy of the Use and Installation of Software on University Computers.

The University has a tradition and commitment to the protection of intellectual property rights. Neither plagiarism nor the unlicensed reproduction or any other unauthorized use of proprietary material is tolerated. Therefore, Kent State University will comply with all state, federal and international copyright laws regarding the use of computer software. To uphold these commitments and to protect the members of the KSU community from the liabilities of copyright infringement and the university community against charges of harassment, certain policies regarding the use of software on university-owned equipment is currently required of all faculty.

2. Policy on University-Owned Software.

Kent owns and maintains computers and software that are used by faculty, staff, and students for administering the University's business and delivering instruction. The software is licensed on a per-copy or per-site basis. The software is University property and may not be removed from the site, copied onto diskettes or another magnetic media, nor uploaded to another site. University software may not be altered or configured by anyone in such a way as to make it unusable or unstable. All configuration changes to university owned software must be performed and/or authorized by the campus LAN Administrator.

3. Acquisition of New Software.

The University acquires computer software either by updates to site licenses or by individual requests by faculty and staff or donations. Software requests must be submitted to the Faculty Technology Committee, which, in consultation with the LAN Administrator, will evaluate the software to ensure compatibility with existing applications and to ensure that sufficient

computer hardware capacity is available to accommodate the requested application. Software requested for a new instructional program should be requested at least 60 days before the program's classes begin to allow time sufficient for acquisition, installation and testing.

4. Policy on Use of Software Not Owned by the University

Installing personally owned software on University-owned computers is discouraged. However, if the use of outside software is authorized, the University is diligent in ensuring that copyright laws are not violated.

Faculty who wish to install personally owned software must have the permission of the Dean. Installation must be done by the LAN Administrator. Proof of ownership must be filed with the LAN Administrator.

The University has very minimal copyright violation liability regarding the use of shareware. The author or publisher inherently assumes that payment for any widely distributed product is voluntary. Several products initially distributed as shareware have entered the mainstream market to the benefit of both users and publishers. The greater concern to the University is the potential for shareware to spread computer viruses throughout the organization causing unacceptable downtime and loss of data. University faculty and staff are required to get approval from the LAN Administrator before installing or downloading shareware on university-owned computers.

5. Installing Freeware on University-Owned Computers.

Freeware is distributed in the same manner as shareware but the author or publisher does not request payment for use. Freeware is of the same nature as shareware but is much more prone to carrying viruses. The rules regarding the use of freeware are the same as those regarding the use of shareware.

6. University Policy Statement Regarding the Display of Potentially Offensive Material.

The University recognizes its role as the guardian of a forum for the free and open exchange of ideas and information. Furthermore, the University also recognizes its responsibility to provide an environment for research free of hostility and to be considerate of the sensibilities of all participants. The University, while not desirous of playing the role of censor, must assure that it provides proper avenues of redress if a member of the university community feels degraded or harassed by something he or she sees on a university computer display. The University's network system allows access to all manner of textual and graphic information from all over the World, some of which could be considered offensive by some people and acceptable by others. Individuals who display information of a graphic or textual nature in a public or private area viewable by others who consider it offensive or degrading are liable to face charges of harassment.

The University ensures that the offended party has free and open access to whatever state, local or federal grievance procedures are available. The University encourages faculty to be considerate of others in choosing what is displayed on their computer screens.