Faculty and Administration Handbook

Oral Roberts University

Approved by the Board of Trustees
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Oral Roberts University
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Faculty and Administration Handbook

This handbook is designed—as specified in Section 9.4 of the Bylaws of Oral Roberts University—to provide information to the faculty and staff of Oral Roberts University concerning the procedures and guidelines for all faculty prerogatives and the authority and duties of faculty and administration. (See Appendix J)

The information in this handbook is to be reviewed periodically by the faculty, Office of the President, and the Board of Trustees. Upon review, the Board of Trustees approves and authorizes changes to this handbook. The Board of Trustees retains the authority to modify policies and procedures at any time by following procedures specified in the Bylaws of Oral Roberts University.

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Chapter 1—COMMITMENTS

1.1 FOUNDING VISION

The vision of Oral Roberts University is a message heard from God by Oral Roberts: "Build Me a university. Build it on My authority, and on the Holy Spirit. Raise up your students to hear My voice; to go where My light is dim, where My voice is heard small, and My healing power is not known, even to the uttermost bounds of the earth. Their work will exceed yours, and in this I am well pleased."

1.2 MISSION

The mission of Oral Roberts University: To build Holy Spirit-empowered leaders through whole person education to impact the world with God's healing touch.

1.3 CORE VALUES

Christian Distinctiveness: We are a God-centered university that upholds a Christian worldview with a charismatic emphasis. We endeavor to live in the power of the Holy Spirit and to become service-oriented leaders who go into every person's world with healing for the totality of human need.

Whole-Person Education: We seek to develop the whole person in spirit, mind, and body, thereby preparing ourselves and our students to be professionally competent leaders who are spiritually alive, intellectually alert, physically disciplined, and socially adept.

Excellence with Integrity: We strive to operate with, and instill in our students, excellence with integrity in all personal, academic, professional, and corporate endeavors.

Caring Community: We are dedicated to providing a safe, caring, and Godly environment, which encourages unity in diversity. We believe that all people have been created in the image of God and deserve to be respected.

1.4 ACADEMIC MISSION

Oral Roberts University's academic mission is to transform students by the power of the Holy Spirit into whole, competent servant-leaders through liberal arts and professional education that is fully Christian. Within a Spirit-filled, healing community, administration, faculty, and staff love and serve students by helping them grow in knowledge, skills, wisdom, character, and spirit.

1.5 UNIVERSITY LEARNING OUTCOMES

Student transformation is measured through the evaluation of student expression of University learning outcomes as demonstrated through accompanying proficiencies and capacities.

Spiritually alive ………….. Biblical knowledge; sensitivity to the Holy Spirit; evangelistic capability; ethical behavior

Intellectually alert ……….. critical thinking; information literacy; global and historical perspectives; aesthetic appreciation; intellectual creativity

Physically disciplined ……. healthy lifestyle; physically active lifestyle

Socially adept ……………. communication skills; interpersonal skills; appreciation of cultural and linguistic differences; responsible citizenship; leadership capacity

Professionally competent ... discipline-specific proficiencies

1.6   PURPOSES ACCORDING TO UNIVERSITY BYLAWS

As stated in the Amended and Restated Bylaws of Oral Roberts University dated September 23, 2010, "the University is founded upon and shall forever be dedicated to the promulgation and preservation of Biblical Christianity and academic excellence. The University is a Christian institution with the distinctive Charismatic dimension of the Holy Spirit. The expression of the gifts and fruit of the Holy Spirit is to be encouraged.

The University seeks to educate the whole person with balanced emphasis placed on the development of mind, spirit, and body, harmonizing knowledge, skills, and attitudes with faith in, and commitment to, Jesus Christ as Lord and Savior, believing Him to be the only perfect, whole person who has ever lived.

The University is committed to the historic Christian faith of the eternal Godhead: Father, Son, and Holy Spirit who, through the new birth and indwelling of us as believers by His Spirit, is Lord of our lives now and forever. The University is committed to assist students in their quest for knowledge of their personal relationship to God and mankind and of the universe in which we live. Dedicated to the realization of truth as it is totally embodied in Christ and to the achievement of one's potential life capacity, the University seeks to graduate an integrated person who is spiritually alive, intellectually alert, physically disciplined and prepared to do God's work on earth while living at all times in expectancy of the Second Coming of Christ."

1.7   FACULTY PROFESSIONAL GROWTH AND DEVELOPMENT

It is imperative that all members of the Oral Roberts University community understand that at a Christian university, faculty development advances the cause of Christ-centered higher education, and, therefore, is critical for the fulfillment of the Oral Roberts University mission.

The Oral Roberts University faculty development program aids faculty members in their pursuit of excellence in teaching, continued professional vitality through research, promotion of the creative arts and investigative sciences, service to the University and the greater community, and growth as Christian scholars.

1.8   STUDENT LEARNING AND ASSESSMENT

1.8.1   Student Learning Emphasis

To ensure that an ORU education fulfills the stated mission and core values, the University has a comprehensive focuses on student learning. Class attendance is mandatory but does not sufficiently ensure that effective student learning is taking place. Each course syllabus lists the student learning outcomes identified in that particular course and includes all class activities designed to contribute to those outcomes. A curriculum map shows the extent to which each course at the University contributes to each of the overall learning outcomes.

The University is proactive in its adoption of best practices to ensure that the design and delivery of student learning options are preparing students to live in a diverse world and that the options accommodate a variety of student learning styles.

The University learning outcomes are derived from the whole person education philosophy identified in the University mission. While the student learning model is outcome-based, faculty members greatly influence those outcomes through their contributions to the learning process. They must continually ask themselves several questions:

- *Whom am I teaching?* This is a very important question because the student is the focus of the learning process. Understanding students and their cultures is a crucial success factor.
- *What am I teaching?* ORU appoints faculty members whose credentials indicate competency and expertise in their respective subject areas. It is the responsibility of faculty members to remain current in their fields and to share their updated knowledge with students.

- *What are my gifts?* Faculty members need to understand their own strengths and limitations, build upon their strengths, and seek ways to overcome their limitations. ORU endeavors to place professional educators into positions that match their callings.
- *What are my resources?* Faculty members can enhance their strengths by taking advantage of the various professional development opportunities described in Chapter 2 of this handbook. They will also profit from the physical resources at their disposal, such as technology, laboratories, and other campus facilities.
- *How am I teaching?* Pedagogy/andragogy is constantly evolving, and effective teachers remain abreast of research, innovations, and methods. Service learning, the world as the classroom, and writing across the curriculum are examples of such methods available to the contemporary teacher.
- *How well are my students learning?* Assessment is at the heart of outcomes-based learning and enables students to demonstrate competency and growth. The results from assessment provide data for arriving at informed decisions regarding every facet of the learning process. As faculty members close the feedback loop in the assessment process, the entire learning cycle starts again in the quest for continuous improvement.

Two of the primary goals of assessment at ORU are to determine (1) the extent to which students demonstrate expected learning outcomes in their educational experiences and (2) how well the academic programs' curricula and pedagogy/andragogy are designed to facilitate that end. Numerous assessment instruments are utilized, and the results of each are shared with appropriate entities. Improvements are then proposed, approved, implemented, and reported.

1.8.1.1   Evaluation by Students

The Student Opinion Survey (SOS) is an instrument designed to allow students to evaluate instructor performance and provide input for course improvement. Student Opinion Surveys are also used in promotion and tenure evaluations. Students evaluate courses and subsequent to the end of the instructional period results are available to faculty members and college deans.

1.8.1.2   Definition of Student Learning Outcomes

ORU assesses students' skills, competencies, and/or attitudes as they enter the University, while they are studying at ORU, and after they have left the University. Assessment occurs at the University, college, department, and course levels.

ORU's student learning expectations, practices, and assessment objectives align with the University's mission. The whole person education philosophy identified in ORU's mission statement constitutes the foundation for all desired outcomes ORU has adopted the following learning outcomes-and the proficiencies and capacities that accompany them, which serve as evidence that students have attained these outcomes.

Spiritually Alive

Students will grow in their relationship with Jesus Christ and their sensitivity to the Holy Spirit, expand their Biblical knowledge, and develop the ability to approach life from a Christian worldview so that they can act ethically in any situation and evangelize their world of influence.

Proficiencies/Capacities
1. Biblical knowledge—The ability to interpret the Scriptures accurately in order to arrive at principles that serve as guidelines for living a Spirit-filled life.
2. Sensitivity to the Holy Spirit—A maturing process of growing in wisdom to do the right things in accordance to God's will and to expect the Spirit's direct leading in response to one's asking and receiving.
3. Evangelistic capability—The ability to share the Gospel of Jesus Christ intentionally as led by the Holy Spirit.

4. Ethical behavior—The ability to recognize potential ethical dilemmas and make morally correct choices based on knowledge of professional codes of ethics, the ethical dimensions of professional practice, and the Word of God.

Intellectually Alert

Students will expand their capacity to gather, retain, and apply knowledge and truth, using analytical problem-solving, critical thinking, and decision-making skills that they can utilize in their professional and personal lives. They will also develop global perspectives, including an appreciation for artistic expression in various historical and cultural settings.

Proficiencies/Capacities
1. Critical thinking—The ability to integrate knowledge in order to identify and weigh possible responses to different situations and to process information—both analytically and critically—so as to determine the validity of different, competing claims.
2. Information literacy—The ability to access, evaluate, and use information, as well as to determine which sources to consult.
3. Global and historical perspectives—The capacity to adapt to an international understanding in an increasingly interdependent global community and to understand how current situations relate to events of the past.
4. Aesthetic appreciation—The ability to understand and appreciate various forms of artistic expression.
5. Intellectual creativity—The ability to develop flexible thinking patterns and to process information analytically in a manner that results in the creation of new forms and structures

Physically Disciplined

Students will develop an active awareness of the importance of living a balanced, healthy, and physically disciplined lifestyle.

Proficiencies/Capacities
1. Healthy lifestyle—An intentional way of living that promotes the positive development of the mind, spirit, and body through the practice of physical exercise and proper nutritional habits required for healthy growth.
2. Physically disciplined lifestyle—A planned active lifestyle that includes a variety of physical activities designed to enhance physical fitness and decrease the risk of developing degenerative diseases by following the principles of conditioning.

Socially Adept

Students will develop the skills to communicate effectively in both spoken and written language and to interact within diverse cultures, professions, and social settings. They will gain an understanding of their obligations as service-oriented leaders who can make a positive impact on society—locally, nationally, and internationally.

Proficiencies/Capacities
1. Communication skills—The ability to communicate effectively in both written and spoken forms at appropriate cultural, educational, economic, social, and maturity levels.
2. Interpersonal skills—The ability to create unique shared meaning with others by engaging in voluntary, ongoing, interdependent interactions that involve meaningful interpretations of verbal and nonverbal behaviors.
3. Appreciation of cultural and linguistic differences—Awareness, sensitivity, and respect for the beliefs, social forms, language, and traits of different ethnic, religious, or social groups.
4. Responsible citizenship—Adopting a lifestyle of servant leadership that demonstrates God's love to one's world of influence through such actions as engaging in service to church and community, caring for the environment, and promoting family values, social justice, and economic empowerment.

5. Leadership capacity—The ability to effect change within various group settings by influencing and motivating others to accomplish a vision through communicating and carrying out key decisions.

Professionally Competent

These outcomes and their related proficiencies/capacities are discipline-specific. Each academic major program identifies appropriate outcomes with associated proficiencies/capacities.

1.8.1.3   Program Review

Students learn best in programs specifically designed with student learning in mind. Every ORU academic program is reviewed once during every ten-year period. The Program Review Panel, convened by the Director of Institutional Research, reviews all ORU academic programs. The purpose is threefold: (1) to encourage program improvement and innovation; (2) to document accountability for the academic programs; and (3) to provide information to assist in making University -level decisions about program revisions, program deletions, and resource allocation.

In the first year of a program review, the academic responsible for the program conducts a self-study. In the second year, members of the Program Review Panel conduct a site visit, and a third party from a similar program at another University analyzes the self-study. In the third year, program heads respond to the suggestions of the site-visit team and third-party reviewer by submitting an action plan.

Possible responses of the review process include the following:
1. Phase out—The program should be eliminated.
2. Review—Some pressing issues or concerns raised by the panel's review of the program need immediate investigation by appropriate administrators and faculty members.
3. Maintain but review—The program should be continued, but its review raised questions or concerns about specific aspects of the program that should be further investigated and addressed by appropriate administrators and faculty members.
4. Maintain—The program should be continued. This recommendation should not be misconstrued to mean that the program has sufficient resources to maintain quality or that it should be maintained "as is." An appeal may be made for specific types of additional support, usually staffing and/or equipment.
5. Enhance—The program should be provided significant additional resources.

1.8.2   Whole Person Assessment

The primary system for the assessment of student learning outcomes at ORU is called Whole Person Assessment. The primary assessment tool used for this purpose is ePortfolio (electronic portfolio). Every undergraduate student constructs at least two assessment ePortfolios: one for general education and one for every major. Every graduate student maintains only a major ePortfolio. The general education portfolio is designed specifically to address the proficiencies/capacities of the first four learning outcomes described in the previous section. The ePortfolio in the major is intended to enable measurement of the extent to which students achieve specific learning outcomes defined by their academic departments. In addition to providing evidence of student growth, the Whole Person Assessment process provides feedback for student reflection for self-improvement as well as valuable information for University program improvement.

Both types of assessment ePortfolios contain pieces of evidence called "artifacts" that are intended to document student learning. Examples of artifacts include items such as supporting documents, evaluations, recommendations, term papers, research projects, reflection papers, essays, video clips of presentations, test scores, evidence of creativity and performance, and extracurricular activities. The course Whole Person Assessment (GEN 099) introduces students to ORU's learning outcomes, the University's philosophy of assessment, strengths assessment relating to career

planning, and basic technology skills needed for functioning within the Whole Person Assessment system.

Students upload artifacts into their electronic portfolios and go through a simple but secure process of submitting their portfolios electronically to faculty members for assessment. Once notified through e-mail that work needs to be assessed, faculty members log on to a secure web location to access students' artifacts and rubrics created to assess the artifacts.

Faculty members evaluate artifacts submitted by students using rubrics that automatically enter the results into an assessment database. The database interacts with the students' demographic information profiles, analyzes individual student performance, gathers summative data for all of the students, and allows for the disaggregating of data by subgroups such as gender, ethnicity, and other demographic categories. All rubrics are contained in either the general education handbook or department/college handbooks.

An introduction to ORU student learning outcomes and complete information regarding the ORU Whole Person Assessment system can be found on the ORU Website.

1.8.3 Aids to Student Learning

To help enroll students in the proper levels of courses and thus be better prepared to learn and succeed, each incoming student is assessed in English, foreign language, mathematics, chemistry, and biology. Students having English as a second language also take the TESOL test.

Peer tutoring is another service that the University provides to aid student learning. The Tutoring Center, located on the fifth floor of the Learning Resources Center (LRC) and open approximately from 9:00 a.m. to 4:30 p.m. Monday through Friday, and WRT 112 Writing Lab offer one-on-one tutoring primarily in English and writing skills. The Tutoring Center also provides tutoring in mathematics, and students may reserve regularly scheduled tutoring times throughout the semester or may call ahead (ext. 7367) to schedule one or two tutoring times. "Walk-ins" are also accepted if tutors are available. In addition to tutorial help, a full range of self-paced instructional programs are available to improve writing skills, including the following topics: commas, common writing errors, documentation, grammar agreement, library orientation, the paragraph, parts of speech, practical writing tips, punctuation, sentence combining, and sentence structure.

The Academic Peer Advisor (APA) program provides academic support to students by encouraging group study in the residence halls, fostering better study habits, and providing peer tutoring services to students. Each dorm wing or floor has a peer advisor who assists students with academic matters such as studying, writing papers, finding tutors, and scheduling classes. APAs are well-trained and able to help students get the assistance they need, including announcing all registration deadlines and explaining administrative processes at regularly scheduled hall meetings.

The Comprehensive Advisement Center (CAC), located next to the Tutoring Center, assists all new students in the transition to ORU. The staff advises students in selecting courses for their first semester at ORU, helps students become acquainted with the campus and services available on campus, creates and distributes files for new students, and introduces new students to the departments of their chosen majors where they receive academic guidance for the remainder of their academic pursuits. The CAC advises students in the Bridge Program throughout both semesters of their freshman year.

1.9 STUDENT RESOURCES

The Student Resources Office, in compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, assures that no qualified individual with a disability will be denied reasonable accommodations in modification of policies, practices, and procedures. The Student Resources Office offers reasonable accommodations to clients based upon their individual needs. Accommodations offered to clients as services through this office include the following:

- Alternative testing.
- Textbooks on tape.
- Adaptive HPE.

- Interpretation for the deaf.
- Note-taking and transcriptions.
- Text enlargements.
- Counseling on disability issues.
- Parking and access services.
- Academic adjustments.
- Additional accommodations (deemed reasonable).

These accommodations are based on need, not desire. Students who meet one or more of the following criteria and provide appropriate documentation qualify for services: (1) has a physical or mental impairment that substantially limits a major life activity, (2) has a record or history of such impairment, or (3) is regarded as having such impairment. All services are intended to allow clients full access to the programs and campus and are not intended to give the client an unfair advantage over other students.

1.10   OUTREACH MINISTRIES

To help students fulfill the ORU mission and learning outcomes, students are encouraged to go on mission trips to help carry out ORU's vision "to go into every person's world," and annually 325-350 students go on missions. Besides providing ORU students with leadership training, team-building skills, and cross-cultural experiences, teams share the love of Christ through various focuses, such as traditional healing and evangelism, medicine, disaster relief, music, and athletics. Mission trips range from one week to two months and may take place during college breaks (fall, Christmas, and spring) or during summers. Destinations may be within the United States (such as a rural area or inner city) or worldwide (including Mexico, Japan, Africa, Iceland, Brazil, and Australia).

Students wanting to go on missions need to sign up early, such as after the annual missions chapel or at "Rush Night" early in the fall. Students prepare for the trips by studying the culture, preparing spiritually, fundraising, and building teams relationships through activities such as ropes courses. Local outreach is available through the Community Outreach Program and other specific campus groups, such as the Honors Program (which works with underprivileged children), the College of Nursing (which works with medical care in rural areas), and the College of Education (which has adopted an "at risk" school). Community Outreach has 35 student-led teams and offers hundreds of opportunities for students to minister to local neighborhoods in such ways as evangelism, tutoring, painting homes, and distributing food. Community Outreach chapel and Rush Night provide opportunities for students to learn about the different outreaches. Students are able to sign up and join a team anytime during the year. More information is available on the ORU Website.

1.11   THE HONOR CODE PLEDGE

All faculty members sign the same Honor Code Pledge that students sign. By signing the pledge, faculty members affirm the lifestyle described in the pledge. Full-time faculty members exemplify the lifestyle at all times; part-time faculty members are expected to support and exemplify the lifestyle in the pledge on campus, with the students, or when representing the University. The pledge (written in language addressing students) follows:

In signing the Honor Code Pledge, I fully recognize that Oral Roberts University was founded to be and is committed to being a leading academic institution serving the interdenominational Body of Christ, offering a lifestyle of commitment to Jesus Christ of Nazareth as personal Savior and Lord. I further recognize that the University's ministry is that of providing a Whole Person education with a charismatic distinctive. It is therefore my personal commitment to be a person of integrity in my attitude and respect for what Oral Roberts University is in its calling to be a Christian university.

1. I PLEDGE to apply myself wholeheartedly to my intellectual pursuits and to use the full powers of my mind for the glory of God.
2. I PLEDGE to grow in my spirit, by developing my own relationship with God.
3. I PLEDGE to develop my body with sound health habits by completing the required aerobics program and by participating in wholesome physical activities.
4. I PLEDGE to cultivate good social relationships and to seek to love others as I love myself. I will not lie; I will not steal; I will not curse; I will not be a talebearer. I will not cheat or plagiarize; I will do my own academic work and will not inappropriately collaborate with other students on assignments.
5. I PLEDGE at all times to keep my total being under subjection from all immoral and illegal actions and communications, whether on or off campus. I will not take any illegal drugs or misuse any drugs; I will not engage in or attempt to engage in any illicit, unscriptural sexual acts, which include any homosexual activity and sexual intercourse with one who is not my spouse through traditional marriage of one man and one woman. I will not drink alcoholic beverages of any kind; I will not use tobacco; I will not engage in other behavior that is contrary to the rules and regulations listed in the *Student Handbook*.
6. I PLEDGE to maintain an integrity of openness to God's claims on my life and to do my utmost to know and follow His will for my life.
7. I PLEDGE to attend class, all required chapel services on campus, and my choice of a house of worship wherever God is honored and lifted up.
8. I PLEDGE to abide by the rules and regulations that may from time to time be adopted by the University administration. I understand Oral Roberts University is a private school that is governed by a Board of Trustees, which has final authority on all matters. I understand that the University reserves the right to require the withdrawal of a student at any time if in the judgment of the President of the University and the University Discipline Committee such action is deemed necessary to safeguard ORU's ideals of scholarship or its spiritual and moral atmosphere as a Christian university.

I will keep the HONOR CODE carefully and prayerfully. I understand that my signature below is my acceptance of the entire Honor Code and completes a contract between me and Oral Roberts University, which is a prerequisite for matriculation and my continued association with the University. My signed pledge becomes a part of my permanent file. Further, my acceptance of the Honor Code is a solemn vow and promise to God as to how I will live my life.

Chapter 2—FACULTY

2.1   PERSONNEL

The basic function of a university is to acquire knowledge, add to it, and pass it on for the benefit of society. At Oral Roberts University this function is performed by a community of Christian scholars who are free to exercise their best judgment in a Christian context for the planning and execution of their professional responsibilities.

2.1.1   Faculty Appointments

Oral Roberts University is committed to appointing faculty members who maintain the academic integrity of the University, who support and promote the University's mission and vision, and who are committed Christians seeking to grow in their own walks with God. The Board of Trustees appoints faculty members who confess Jesus Christ as Lord and Savior, who are competent educators, and who are willing to be part of a healing ministry founded upon the fullness of the Holy Spirit. As educators, faculty members demonstrate a high level of expertise in their disciplines and communicate it skillfully to students.

As Spirit-filled Christians, faculty members demonstrate or develop a lifestyle founded upon the Word of God; seek a personal communication with God through the prayer language (praying in the Spirit) in a manner described in 1 Corinthians 14:14-15; and pursue a personal wholeness and harmony of mind, body, and spirit, as exemplified by Jesus Christ of Nazareth. The faculty member who has not released his or her prayer language must affirm an openness to this experience.

Appointments to the University are of two types: regular (full-time) and adjunct (part-time and seasonal). All faculty members are assigned rank according to training, experience, professional competence, and the position being filled. The ranks of appointment for faculty members are described in the section titled "Faculty Ranks" of this handbook. Meeting the necessary degree and experience requirements for a particular rank does not assure one of that rank.

2.1.1.1   ORU's Commitment to Professional Development and Diversity

Among the most important factors in recruiting is presenting Oral Roberts University as a good place to work. ORU offers opportunities for culturally diverse employees and provides means for faculty development, and some potential candidates may be more likely to select the University if they realize these multiple opportunities. Applicants should be made aware of ORU's opportunities for continuing educational enhancement and for professional development and promotion.

A key priority for ORU is to enhance the diversity of the community. To fulfill the academic mission, as well as to ensure meeting the educational needs of ORU's constituencies, Oral Roberts University must persist in its efforts to diversify its community and its curriculum. The University does not seek to achieve quotas, but every faculty search should seek ways to find diversity among highly qualified candidates. Although ORU is a meritocracy, it seeks to increase the number of women and minorities in its pool of prospective candidates for faculty appointments. A faculty search committee should not recommend anyone just because of her or his demographic characteristics, but because the individual is immanently qualified for the position. Broadening the base of qualified candidates considered will, over time, increase diversity among the faculty, especially in tenure-track positions. Consequently, a national search is used to fill most tenure-track positions.

2.1.1.2   Faculty Position Procedures

To fulfill the mission of educating whole persons, faculty members are appointed to positions that are created and maintained through appropriate approval procedures.

Approval to Create a New Faculty Position
1. When a dean or department chair identifies a need for a new faculty position, a "Request to Create a New Faculty Position at Oral Roberts University" form is submitted through the dean to the Vice President for Academic Affairs. Included on this form should be information detailing the changes generating the need for the additional faculty position, the consequences of not creating the position, and reasons as to why the college cannot address the changes with existing faculty. The form should also provide a description of the position including major functions, responsibilities, and required qualifications. For appointments with more than one title (e.g., department chair plus professor), information about all titles should be included.
2. When in agreement with the request, the Vice President for Academic Affairs requests endorsement of the new faculty position from both the Provost and the President and requests approval from the Board of Trustees through the Academic Affairs Committee. After receiving verification of the Board of Trustees' approval of the new faculty position through the Vice President for Academic Affairs, the dean and department chair work with the Faculty Hiring Coordinator to begin the procedures to fill the open faculty position as outlined in this section based on the "Faculty Hiring Guidelines" and summarized in Appendix A.

Approval to Fill an Existing Faculty Position
1. When a dean or department chair identifies a need to fill an existing faculty position, a "Request to Fill an Existing Position at Oral Roberts University" form is submitted through the dean to the Vice President for Academic Affairs. Included on this form should be information detailing the changes generating the need to fill the position, the consequences of not filling the position, and reasons as to why the college cannot address the changes with existing faculty. The form should also provide a description of the position including major functions, responsibilities, and required qualifications. For appointments with more than one title (e.g., department chair plus professor), information about all titles should be included.
2. When in agreement with the request, the Vice President for Academic Affairs requests approval to fill the existing faculty position from both the Provost and the President. After receiving approval through the Vice President for Academic Affairs, the dean and department chair work with the Faculty Hiring Coordinator to begin the procedures to fill the open faculty position as outlined in this section based on the "Faculty Hiring Guidelines" and summarized in Appendix A.

2.1.1.3 Procedures to Fill Open Faculty Positions
Faculty candidates are selected using procedures that attempt to maximize the quality and diversity of the faculty. These procedures are listed below and summarized in Appendix A.

Development of Search Plan
1. The dean or department chair working with the Faculty Hiring Coordinator and following the "Faculty Hiring Guidelines" prepares a preliminary search plan and identifies resources available for advertising and networking with diversity in mind. In formulating and executing the search plan, the chair or dean should begin by reviewing the departmental composition, the availability of women and minority individuals in the discipline, and the results from previous recruiting and search efforts. The chair or dean needs to make certain the open position is adequately advertised in a variety of venues. An advertising strategy should employ a public search that targets appropriate professional publications and electronic media designed to attract a diverse and qualified applicant pool. Widespread use of technology (such as email and the ORU Website) as a recruitment tool introduces low-cost alternatives to some of the more traditional advertising choices.
2. The chair or dean determines the deadline for receiving applications. Nominations may not be accepted after the deadline unless the search is reopened or extended. A search may be reopened or extended when the size, quality, or composition of a pool is not satisfactory. If a search is reopened or continued, the chair or dean needs to inform the current applicants of

their status and that of the search, including the reason the search is being reopened or continued and the revised time frame for the search.

Notification of a reopened or continued a search should be sent to the Vice President for Academic Affairs and needs to include the following:
   a. The reason for the extension or reopening of the search.
   b. The new time frame, deadline or "until position is filled" statement and expected appointment date.
   c. A description of the revised recruitment strategy—including which methods will be used to ensure a stronger pool of qualified applicants.

Search Committees and Applications

3. The college dean appoints a search committee for each full-time (regular) faculty vacancy. The search committee itself should reflect the diversity of the faculty, administration, and students of Oral Roberts University. The college dean submits the complete list of search committee members to the Faculty Hiring Coordinator. The committee is composed of a search committee chair and four other faculty members representing the criteria below. Note: Several of these criteria may be met by one committee member (e.g., an Asian female faculty member who has tenure fulfills three of the committee criteria).
   a. Chair of the department or dean of the college seeking the new faculty member.
   b. Faculty members from the discipline(s) seeking a new faculty member.
   c. A female faculty member.
   d. A tenured faculty member.
   e. One of the following representatives from outside the discipline:
      (1) A faculty member from another discipline.
      (2) A member of the Board of Trustees.
   f. One of the following ethnic categories (may be self-identified):
      (1) Asian/Pacific Islander.
      (2) American Indian/Alaskan Native.
      (3) Black.
      (4) Hispanic.
   If the committee so desires, student representation in the search process is possible through (a) having one student on the search committee or (b) having applicants present a sample lesson to students in order to demonstrate teaching skills and allow for student feedback.
4. The chair of the search committee is responsible for the following duties:
   a. Gathering a completed application from each applicant. (The application is available on the ORU website.)
   b. Ensuring that complete records are kept during the search. Search files must be kept for seven years; files on searches that have been litigated must kept for seven years after completion of litigation.
   c. Documenting the activities of the search, including contacts with applicants.
   d. Sending a letter of acknowledgment to each applicant submitting a completed application. (e.g., "This is to acknowledge receipt of your application for the position of _____ at Oral Roberts University. I shall notify you of your status after the initial screening of applicants. In the meantime, please provide official transcripts of all your college work and three letters of reference for your file and sign the enclosed "Consumer Disclosure and Authorization Form."
   e. Apprising applicants of their status throughout the search process.
   f. Calling together committee members to meet to discuss applications, applicants, and other matters concerning the search.

Evaluation of Applicants

5. The search committee evaluates the pool of applicants to determine if it is adequate in number, quality, and diversity of applicants. If the applicant pool does not meet expectations, the following questions should help pinpoint problems and replenish the pool:
   a. Were the announcements and advertisements timely?
   b. Did the criteria exclude otherwise qualified individuals from the pool of applicants?
   c. Did the committee members make individual contacts with potential nominators or candidates?
   d. Were nominees contacted and encouraged to apply?
   e. Did the search proceed fast enough so that applicants did not lose interest?
   f. Were candidates kept informed of the progress of the search?
   g. How interested in the position are the potential interviewees?
   h. Are the criteria gender-neutral and culturally bias-free?

6. The search committee screens each applicant's file—including completed application form, curriculum vita, references, transcripts, "release to conduct Background Check," letters of recommendation, and other relevant material—to determine which applicants meet the essential qualifications.

7. The search committee identifies a list of applicants, based on the screening of the application files, who are to be asked to submit a written statement of faith by answering the spiritual-fit questions (Questions are in Appendix C) and any other questions (such as experience, scholarly research, and pedagogical) the committee deems relevant. Questions concerning an applicant's age, race, ethnic background, or financial information are not permissible. When applicants return their statements of faith and their answers to any additional questions, committee members evaluate the answers, meet to discuss their findings, and decide if further information is needed. Committee members may decide to conduct telephone interviews with the applicants. Applicants not selected are to be notified that they are no longer being considered for the open faculty position.

Interviewing the Candidates

8. The search committee identifies applicants who are still viable candidates for the faculty position based on their statements of faith and the answers to any additional questions. These candidates are to be interviewed (Questions are in Appendix D) by the committee. Applicants not selected are to be notified that they are no longer being considered for the open faculty position. The committee chair arranges for an interview of each candidate still under consideration and completes the following duties:
   a. Arranges for each candidate to receive a copy of the interview questions.
   b. Arranges for a department chair, dean, or search committee member to meet the candidate when he or she first arrives.
   c. Provides each candidate a schedule so the candidate knows with whom she or he will be meeting during the interview (e.g., search committee members, dean, Provost, students).
   d. Convenes the interview to discuss academic issues, department needs, and spiritual fit, as suggested by the interview questions.
   e. Invites the candidate to give a talk, teach a class, etc.
   f. Arranges a campus tour.
   g. Invites the candidate to a University event when appropriate.
   h. Arranges for an exit interview with the candidate during which timetables of both the candidate and the department are clarified and the candidate has the opportunity to ask about anything else that has not been covered.

9. The search committee meets to discuss the results of the interview(s), completes the "Faculty Appointment Evaluation Form" (See Appendix B) for each applicant, and recommends a candidate to the college dean. The college dean may endorse the choice of the search committee or recommend reopening the search process to expand the pool of applicants or close the search and possibly reopen it at a later time. If the college dean endorses the

committee's choice, the dean then recommends the candidate to the Vice President of Academic Affairs, Provost, and President. The committee chair notifies the other candidates that the position has been filled. Reasons for not hiring a candidate need to be kept within the search committee's internal documents and should not be volunteered in the notification letter.

Appointment to Faculty
10. The Vice President for Academic Affairs after receiving endorsements from the Provost and the President notifies the chair of the Academic Affairs Committee of the Board of Trustees of the recommendation.
11. The Academic Affairs Committee forwards the recommendation with comments concerning whether or not to make the candidate an offer to the Board of Trustees for their approval.
12. The college dean extends a conditional offer to the candidate after receiving approval from the Board of Trustees.
13. A representative from the Vice President for Academic Affairs office works with the faculty candidate to conduct a background check. Results are analyzed by Human Resources and sent to the Vice President for Academic Affairs who informs the Board of Trustees.
14. The Board of Trustees appoints the candidate to the faculty after verifying that the background check contains satisfactory feedback.
15. The Vice President for Academic Affairs sends a contract to the college dean. The candidate's signature on the contract should be procured as soon as possible and submitted to the Provost for a final signature. The Vice President for Academic Affairs notifies the Finance Department, the Human Resources Office, and the Director of Faculty Development of the newly hired faculty member so that arrangements can be made for the new faculty member to sign necessary forms (e.g., Drug-Free Workplace form, Network and Computer Systems Acceptable Use Agreement, Honor Code Pledge, I-9 and W-4) and to attend meetings for new ORU employees.

2.1.2 Faculty Ranks

Faculty appointments to the University are of two types: regular (full-time) and adjunct (part-time and seasonal). All faculty members are assigned rank according to training, experience, professional competence, and the position being filled. Meeting the necessary degree and experience requirements for a particular rank does not assure one of that rank. The potential ranks for newly appointed faculty members are as follow:

Lecturer: Bachelor's degree from an accredited institution. Experience desired but not required. Typically part time. All other available data evaluated. Non-tenure track. (The number of lecturers per college is limited.)

Professional-in-Residence: Outstanding professional experience and skills appropriate for the position. All other available data evaluated. Terms and conditions of employment must be agreed upon in writing by all parties involved (chair, dean, Vice President for Academic Affairs, etc.) prior to the appointment. Appointed at instructor, assistant, or associate pay levels, based on experience and skills. Non-tenure track. (The number of professionals-in-residence per college is limited.)

Instructor: Master's degree from an accredited institution. Experience desired but not required. Non-tenure track. All other available data evaluated.

Assistant Professor: Doctorate or terminal degree from an accredited institution appropriate to the instructional assignment, experience desired but not required; or master's degree and special circumstances such as special University need. Tenure track for faculty members with terminal degrees. All other available data evaluated.

Associate Professor: Doctorate or terminal degree from an accredited institution appropriate to the instructional assignment, a minimum of four years of full-time teaching experience or acceptable equivalent, and scholarly publications or acceptable equivalent. Tenure track. All other available data evaluated.

Professor: Doctorate or terminal degree from an accredited institution appropriate to the instructional assignment, a minimum of seven years of full-time teaching experience or acceptable equivalent, and scholarly publications or acceptable equivalent. Tenure track. All other available data evaluated.

2.1.2.1   Regular Appointments

Regular faculty appointments are full-time, and regular faculty members are eligible for benefits as defined in the benefits section of this handbook. Faculty members with regular appointments are required to carry out faculty responsibilities as listed in this handbook; to adhere to all other University, college, and departmental policies; and to sign the Honor Code Pledge.

2.1.2.2   Adjunct Appointments

The term "adjunct" refers to faculty members and positions that are part-time or short-term, and the term "adjunct" may be used in conjunction with the ranks listed above but are non-tenure track. Adjunct faculty members are divided into two categories: part-time and seasonal.
1. Part-time faculty members teach less than a full load. Teaching assistants are not included as part-time adjuncts; instead, they are defined as students currently enrolled in graduate programs but hired to teach specific courses for a limited number of semesters.
2. Seasonal faculty members have contractual agreements with the University that indicate a limited appointment (e.g., visiting professor) or seasonal contract. Seasonal faculty members are full-time but only for a maximum of two semesters.

Adjunct faculty members are expected to support and exemplify the Honor Code Pledge when on campus, with the students, or representing the University and are to adhere to all other University, college, and departmental policies. No adjunct positions are tenure track.

2.1.2.3   Additional Terminology

Although faculty members may be described or describe themselves as "part time," "regular," or "adjunct," these terms are not ranks; instead, they are descriptive and can be used in conjunction with ranks (e.g., part-time assistant professor). Several descriptive titles/terms may be used with a faculty member's rank.
- Adjunct—one who is not a full-time, regular faculty member
- Visiting—one whose primary appointment is not at ORU but who has contracted to serve as an ORU faculty member for one or two semesters
- Emeritus—one who has been awarded this status upon retirement from ORU

2.1.2.4   Emeritus Status

Emeritus status is an honor and privilege and provides a title ("emeritus") that may be used for professional purposes and participation in academic convocations and events. After notifying administration of an intention to retire, any regular or administrative faculty member who fulfills the following conditions may be eligible for consideration of emeritus status:
1. Has typically served at least 15 years as a regular full-time faculty member at ORU
2. Has demonstrated loyal commitment to the superordinate goals of ORU
3. Has made distinguished contribution to the University
4. Has made distinguished contribution to the academic profession

Upon announcing their retirement, faculty members who have served a minimum of 15 years of service may be awarded emeritus status through the process outlined here:

1. The department chair asks the retiring faculty member if he or she would like to be considered for emeritus status.
2. If the faculty member would like to be considered, the full-time faculty members in the department vote whether or not to recommend emeritus status. A simple majority is needed for approval.
3. If the faculty member is recommended, the department chair forwards the department's recommendation with his or her endorsement to the college assembly.
4. The college assembly votes whether or not to approve eligible retiring faculty members for emeritus status.
5. The college dean forwards the results of the college vote to the faculty senate.
6. The faculty senate votes whether or not to approve retiring faculty members for emeritus status.
7. The president of the faculty senate forwards the results of the vote to the Vice President for Academic Affairs by March 1.
8. If the Vice President for Academic Affairs agrees with the recommendation, he or she forwards the recommendation to the Provost.
9. If the Provost agrees with the recommendation, he or she forwards the recommendation to the President.
10. The President submits the recommended faculty member(s) to the Board of Trustees, which acts upon the recommendations.
11. The President notifies the faculty member of the Board's decision.

Faculty members who have received emeritus status have the following privileges:
- Library privileges
- Faculty discounts for athletic events and plays
- Regular faculty parking on campus
- Use of the Aerobic Center
- An ORU email account
- Participation with Faculty Connections, convocations, and other faculty activities
- Listing in the University catalog
- Enrollment in up to six hours of courses each semester (fall and spring)

An emeritus faculty member may return to teach under an adjunct appointment at the rank that the faculty member had before retirement.

2.1.2.5   Reappointment
Whenever possible, on or before February 15 of each year, each full-time regular faculty member shall be notified in writing concerning reappointment for the following year. On or before March 1, each faculty member shall notify the Vice President for Academic Affairs whether the conditions of reappointment are acceptable. All negotiations concerning reappointment shall follow the normal channels of communication (department chair, college dean, Vice President for Academic Affairs, and Provost).

Recommendations for reappointment are submitted to the Provost by the Vice President for Academic Affairs in consultation with the college deans and department chairs. The Provost then submits the recommendations to the President. Contracts are awarded only upon approval of the Professional Development Plans. Information on Professional Development Plans is available in the section titled "Professional Development Plans" in this chapter.

2.1.3   Payroll

ORU full-time faculty members are paid 26 times per year (bi-weekly). Most faculty members receive paychecks through automatic deposits; however, a faculty member's final paycheck cannot be automatically deposited. Standard deductions include State and Federal Income Tax, FICA/FMO, and FICA/FIO. Faculty members may also choose to have other deductions, such as ORU pledges, employee benefits, retirement savings plans, financial institutions, United Way, and credit unions.

2.1.4   Pay Scale

ORU publishes a pay scale annually for all full-time faculty members. The pay scale is based on three variables: (1) faculty rank, (2) faculty level, and (3) longevity step. Faculty ranks are described in the section titled "Faculty Ranks" in this chapter. Faculty level is based on department and can be raised by tenured status or being contractually assigned to an endowed or graduate school. Pay increases result from moving from column to column, each of which represents a different longevity step. Faculty members must spend one year each at the base and A steps, two years each at the B and C steps, three years each at D and E, four years each at F and G, and five years each at H, I, and J. K is the highest step. The following table illustrates levels and steps for a single rank (e.g., assistant professor). Each rank has its own salary schedule table.

	Base	A	B	C	D	E	F	G	H	I	J	K
Level 1												
Level 2												
Level 3												
Level 4												

2.1.5   Professional Development

The vibrancy of any academic community depends to a great extent on the degree to which its members consistently pursue professional improvement. Oral Roberts University offers opportunities to grow academically, professionally, and spiritually. The University values and supports research efforts to improve classroom performance, collaboration with the larger academic community, and initiatives that integrate faith and learning.

2.1.5.1   University-Wide Philosophy for Faculty Development

Faculty development advances the cause of Christ-centered higher education, and, therefore, is critical for the fulfillment of the Oral Roberts University mission. The Oral Roberts University Faculty Development program aids faculty members in their pursuit of excellence in teaching, continued professional vitality through research, promotion of the creative arts and investigative sciences, service to the University and the greater community, and growth as Christian scholars.

2.1.5.2   Mission for Faculty Development

The Oral Roberts University faculty development program aids faculty members in their pursuit of excellence in teaching, provides continued professional vitality through research, fosters the creative arts and investigative sciences, contributes to the service of the University and the greater community, and encourages growth as Christian scholars.

2.1.5.3   The Center for Faculty Excellence

The Director of the Center for Faculty Excellence coordinates University -wide faculty development efforts and serves the faculty development needs of the specific colleges, University committees, and individual faculty members.

The goals of the Center for Faculty Excellence include the following:
1. Promoting teaching effectiveness and faculty mentoring activities.
2. Advancing new teaching and learning initiatives.

3. Fostering excellence in teaching, learning, and faculty scholarship.
4. Encouraging professional involvement in community activities.
5. Equipping and training new faculty members.
6. Strengthening a learning-centered campus culture that values and rewards teaching.
7. Assisting faculty members in the promotion, tenure, and sabbatical processes.

2.1.5.4   Alumni Awards for Faculty Professionalism

To publically recognize professionalism as demonstrated by outstanding faculty members, the Alumni Association provides funding for annual awards. The Faculty Senate Awards Committee disperses these funds to faculty members who demonstrate professionalism in creative and inspirational ways. The Awards Committee annually determines the number and funding level of awards to be presented.

The Awards Committee often considers the following criteria when considering faculty professionalism.
1. Creative teaching pedagogy
2. Inspired integration of Christian worldview into curriculum
3. Effective mentoring
4. Resourceful engagement of students in research, service, or learning
5. Innovative involvement of external community in student learning experiences

2.1.5.5   Teaching, Service, and Research Awards

Each spring, the University recognizes faculty achievements in three areas: teaching, service, and research. An Outstanding Faculty Member of the Year Award is given in each college, and one of the recipients is chosen to receive the Harold and Edna Paul Award as the outstanding teacher of the University. Monetary stipends accompany these awards. Each college also selects a recipient for the Outstanding Service Award for that college. A Scholar of the Year Award is given for the faculty member who best exemplifies excellent scholarship through research or performance. This award is accompanied by a monetary stipend.

2.1.5.6   Professional Development Plans

Each fall, every full-time faculty member writes or updates a five-year Professional Development Plan (PDP). The plan outlines goals as well as strategies, needed resources, and timelines to meet those goals. The plans are reviewed by college deans as part of the contract process. The Director of the Center for Faculty Excellence provides assistance to faculty members as they complete their PDPs. The most recently approved copy of the PDP is submitted along with the following:
1. Request for tuition assistance.
2. Request for funds to present papers.
3. Request for funds to represent the University at professional meetings, seminars, and workshops.
4. Application for promotion.
5. Application for tenure.
6. Application for sabbatical leave.
7. Application for intramural grants.

A template for the Professional Development Plan form is available on the ORU Intranet.

2.1.5.7   Intramural Grants

The Oral Roberts University Research Committee accepts requests for research/project funds from full-time, ranked faculty members. The committee assesses these proposals in light of the potential benefits to their respective fields; their potential for attracting extramural funding; availability of University funding; and their promotion of the University's goals, programs, and commitments. The Director of the Center for Faculty Excellence provides assistance and service to

faculty members as they make application. If a faculty member desires an intramural grant, an intent to apply must be listed in the most recently approved Professional Development Plan.

Eligibility
Applicants must be full-time faculty members. Applications submitted by faculty members who have received previous intramural grants will not be considered until an acceptable final report on the active work has been received.

Faculty salaries and major equipment cannot be funded by intramural grants; however, the types of budget items that can be funded include the following:
1. Travel for research purposes (transportation, lodging).
2. Computerized data processing and computer software.
3. Materials and supplies essential to research.
4. Student, secretarial, and clerical assistants.
5. Photo-duplication and word processing.
6. Consulting.

Procedure
Application forms with detailed instructions are available from the Office of Sponsored Programs. A completed application contains the following:
1. A completed route sheet with required signatures.
2. A one-page summary of the proposal that can be understood by members of the academic community outside of the applicant's specialty and discipline.
3. A more detailed description of the proposal that includes the following:
    a. The purpose of the project.
    b. A description of the procedures to be followed in carrying out the project.
    c. A review of the literature.
    d. A realistic time schedule for completion of the project.
    e. A plan for dissemination of project results.
    f. A plan for evaluation.
    g. A description of potential for attracting extramural funding.
    h. A detailed description of facilities and arrangements.
4. Academic credentials (a résumé for each professional staff person working on the project).
5. An itemized budget sheet and a statement justifying budget items.

Timeline
To ensure full consideration, each application must be submitted using the following procedures and timetable:

January	Applicant submits draft proposal to the chair of the University Research Committee.
	Chair reviews proposal and returns it with suggestions.
February	Applicant submits 10 copies of final proposal with all required documentation to the chair of the University Research Committee, who forwards them to the Research Committee members.
	The University Research Committee reviews proposal and makes one of the following recommendations to the Faculty Senate: (1) fully fund, (2) partially fund, (3) refer to another funding body, or (4) deny funding.
	The Faculty Senate with a vote from two-thirds of the Faculty Senate members recommends the proposal to the Vice President for Academic Affairs who recommends the proposal to the Provost for final approval.
March	Award is announced.

Accountability

Each faculty member who receives an intramural grant through the University Research Committee must submit a final report. This report is due the semester following completion of the project and should be turned in to the University Research Committee. In addition, each faculty member makes a presentation to either the college or University faculty during the academic year following the completion of the project.

2.1.5.8   Professional Travel

Annually, when available, funds distributed by individual colleges facilitate undergraduate faculty travel to professional meetings. Active participation includes presenting papers, giving recitals or exhibitions, or serving as session chairs or officers of significant professional organizations. Representative participation means representing ORU by attendance at such meetings. Applicants may seek funding for either. If a faculty member desires funding, intent to apply must be listed in the most recently approved Professional Development Plan. Any individual initiating a funding request must do so using the application posted on the Faculty Development Pages. After returning from the funded activity, the faculty member must provide a brief written report to the college dean, noting the significance of the meeting, the value of it to ORU, further uses of his or her presentation (if there was such a presentation), and relationship of the experience to the faculty member's Professional Development Plan.

2.1.5.9   Tulsa County Professional Development Consortium (The Eighth Floor)

ORU is a founding member of the Tulsa County Professional Development Consortium, commonly referred to as the Eighth Floor. Through the Consortium, teachers are educated in the art and science of integrating technology into the classroom and using effective instructional strategies. The Eighth Floor provides professional development training and short-term (two to six hours) technology courses on special topics such as using PhotoShop, designing Web lessons, cutting edge technology, and researching on the Internet. Courses also address legal issues and classroom integration strategies. All ORU faculty members are encouraged to take some of the training courses to enhance their teaching (http://www.eighthfloor.org/class.html). Faculty members wanting to enroll need to register through the Center for Faculty Excellence. Faculty members who register but neglect to attend without giving adequate cancellation notice must pay for the classes missed.

2.1.5.10   Tuition Benefit Programs at ORU

Undergraduate Qualified Tuition Reduction Program

For undergraduate courses taken at ORU, full-time and part-time faculty members, spouses, and eligible dependents under age 24 are eligible for tuition reduction. Details concerning the Undergraduate Qualified Tuition Reduction Program are available in the *ORU Employee Handbook*.

Application for tuition benefits through this program, required every semester, is available through VISION.

Educational Assistance Plan

For courses taken outside of ORU or graduate courses taken at ORU, full-time and part-time faculty members are eligible for tuition reduction. Details concerning the Educational Assistance Plan are available in the *ORU Employee Handbook*.

Full-time faculty members wishing to complete terminal degrees in their major teaching areas or disciplines may apply for reimbursement or waiver of tuition for graduate course work leading to the degree. The University also reimburses faculty members for tuition for course work requested by the administration that is directly related to the faculty member's teaching assignment. The faculty member's program is to be reviewed for renewal each year.

Before faculty members enroll in courses through this plan for which they intend to seek reimbursement, they should prepare, in memo form, a plan of study listing the courses they plan to

take, the University at which they plan to enroll, and the cost of tuition. This memo should be sent to (1) the department chair, (2) the college dean, and (3) the Vice President for Academic Affairs. Upon receiving approval of the plan, the faculty member should enroll in the course(s) requested. Upon completion of the course(s), the faculty member should submit the Professional Curriculum Application form along with the grade report (must be a grade of "B" or better) and a billing statement from the University attached to the application. All three items are necessary for reimbursement. If the faculty member fails to complete one full academic year (fall and spring semesters) of service to the University after the course work has been taken, he or she is expected to repay any monies paid by the University for tuition. A reduction in force, non-renewal of contracts, or a move to part-time status at the University's direction does not constitute grounds for reimbursement to the University.

Application for tuition benefits through this program, required every semester, is available through VISION.

Professional Development Plan (IRS Titled Benefit Program)

For courses required or desired by ORU, for example to meet licensure, accreditation, or continuing education requirements, limited departmental funding is available. Details concerning the benefits program called the Professional Development Plan (not the same as the PDP at ORU) are available in the *ORU Employee Handbook*.

Application for tuition benefits through this program, required every semester, is available through VISION.

Faculty Commitment to Teaching

Any University faculty member who receives from Oral Roberts University tuition assistance up to $15,000 (and for any portions above) for a doctoral degree from Oral Roberts University through either the Educational Assistance Plan or the Professional Development Plan or a graduate degree from an institution other than Oral Roberts University through either of the aforementioned plans commits to returning after his or her graduation to the University faculty for at least one academic year (consecutive fall and spring semesters, in that order) and an additional academic year for every additional $15,000 (and for any portions above) in tuition assistance paid by the University. For example, a faculty member receiving $15,100 of tuition assistance commits to teach for two years while a faculty member receiving $30,100 of tuition assistance commits to teach for three years.

Any University faculty member who receives tuition assistance through these programs but does not complete or withdraws from the academic program commits to returning to teach for at least one academic year (consecutive fall and spring semesters, in that order) and an additional academic year for every additional $15,000 (and portions above) in tuition assistance paid by the University. For example, a faculty member withdrawing from a program after receiving $2,000 of tuition assistance commits to teach for one year.

Total Amount of Assistance	Academic Years of Commitment
Up to and including $15,000	1 year
$15,001 - $30,000	2 years
$30,001 - $45,000	3 years
$45,001 - $60,000	4 years

If prior to teaching for the committed time period the faculty member leaves the University, is terminated, or status is changed from full-time to part-time for any reason (other than non-renewal of contract or a reduction in force undertaken by Oral Roberts University), the faculty member is required to refund to Oral Roberts University all monies provided under the Educational Assistance Plan or the Professional Development Plan. The *ORU Employee Handbook* contains additional information.

2.1.5.11   New Faculty Orientation Workshop and Mentoring

Each August the University sponsors a new-faculty orientation workshop. The opening session addresses pedagogical issues of special interest to Christian educators, such as developing a Christian worldview, integrating faith and learning, and understanding the nature of the adult learner in a Christian setting. Later sessions involve a general introduction to the University that includes faculty development, student and faculty services, and learning resources. During this workshop, new faculty members are introduced to their faculty mentors and the University administration. Time is provided for fellowship through breakfast, lunch, and devotions.

Each faculty member new to the University is assigned a veteran faculty member to assist in transitioning to ORU. This year-long program is designed to acquaint the new faculty member with University procedures and activities by having the mentor accompany the new faculty member to faculty meetings and other University gatherings. In addition, all new faculty members meet monthly as a group with master teachers from the individual colleges to explore ways in which to enhance classroom performance and use the classroom experience to help fulfill the ORU mission.

2.1.5.12   Faculty Chapel

All faculty members are provided monthly opportunities to grow spiritually through the faculty chapel program. Chapels include music, sermons, lessons, and special programs, such as student or faculty presentations. The program is directed by the Faculty Activities Committee.

2.1.5.13   Faculty Connections

To help promote cross-disciplinary faculty interaction, the Faculty Activities committee hosts annual events.

Each August a faculty event is held prior to the beginning of classes. Faculty members meet in plenary sessions and/or small workshops to address academic and non-academic issues of common concern. Time is also available for reflection, fellowship, rest, and relaxation. The event generally includes time with the University President outlining a vision for the coming year.

During the spring semester, a faculty social event—often associated with a student performance—offers time for faculty to interact casually with each other and with administration.

2.1.6   Promotion

The University awards promotions through a faculty-engaged promotion process.

2.1.6.1   Prerequisites for Promotion in Rank

A faculty member who satisfies all of the following prerequisites is eligible to apply for promotion at ORU:
1. Has listed the intent to apply for promotion on the Professional Development Plan (PDP).
2. Is not applying for tenure or sabbatical while applying for promotion.
3. Has met the following degrees and time in rank criteria:

From Lecturer to Instructor: No minimal time-in-rank requirement needed at the rank of lecturer. Promotion from lecturer to instructor is automatic upon completion of the master's degree.

From Lecturer to Professional-in-Residence: At least one year time in the rank of lecturer.

From Instructor to Assistant Professor: No minimal time-in-rank requirement needed at the rank of instructor. Promotion from instructor to assistant professor is automatic upon completion of a terminal degree appropriate to the teaching assignment.

From Assistant Professor to Associate Professor: At least three years in the rank of assistant professor at ORU. A letter of intent to apply must be submitted by March 15 of the academic year prior to application.

From Associate Professor to Professor: At least three years in the rank of associate professor at ORU. A letter of intent to apply must be submitted by March 15 of the academic year prior to application.

In addition to satisfying the above prerequisites for eligibility, the faculty member must meet the promotion criteria (listed in the Promotion Criteria and Evidence section below) to the satisfaction of the faculty members serving as the promotion committee.

2.1.6.2   Promotion Criteria and Evidence

Advancement in rank is based upon one's professional expertise and stature in the academic community, both within the University and among one's colleagues outside the University. Therefore, those criteria pertaining to one's professional activities—scholarship within the discipline, instruction and advisement, and involvement in professional organizations (items 2-4)—are given special emphasis in considering the applicant for promotion.

1. *Spiritual Commitments*
    A. *Criteria*
       1. Confesses to be a born again person who subscribes to historic Trinitarian Christianity (professing the unity of Father, Son, and Holy Spirit in making available redemption, life in the Spirit, and eternal life to be received by personal confession of faith.)
       2. Demonstrates gifts of the Spirit and exhibits an ethical lifestyle consistent with the fruit of the Spirit
       3. Manifests or actively seeks the release of the prayer language ("Actively seeks" means an integrity that demonstrates openness in which the person has a genuine desire for this experience.)
    B. *Evidence*
       The applicant must compose a brief statement (normally fewer than 3 pages) that addresses the following items.
       1. An account of the applicant's salvation experience and how the Lordship of Jesus Christ has been evident in his or her life.
       2. A description of how the fruit of the Spirit (Galatians 5:22-26) has been manifested in his or her life.
       3. A description of how gifts of the Spirit (I Corinthians 12 4-31) have been manifested in his or her life.
       4. An account of how the applicant received or is actively seeking his or her personal prayer language of the Spirit.
       5. Examples of how the applicant has been involved in mission work and/or charitable service and has assisted others with their salvation, personal prayer language of the Spirit, and/or Christian walk.

2. *Scholarship within the Discipline*
    A. *Criteria*
       1. Quality—refereed publications, refereed presentations delivered at professional meetings, and juried creative works.
       2. Significance—recognized in the discipline and applicant is a significant contributor to the work.
       3. Research-based scholarship (as defined in the discipline).
       4. Creative works developed since the last promotion.

B. *Evidence*

The applicant must include a brief summary of scholastic achievements since the last promotion as well as links to his or her curriculum vita and the published works, pictures, programs, bulletins, presentations, or similar documents that have been scanned and inserted into the appendices. The applicant for the rank of associate professor must provide evidence of a continuing effort and achievement in research, performance, publication, or presentation of papers. The applicant for the rank of professor must provide evidence of achievement (above and beyond that presented for associate rank) in research, performance, publication, or presentation of papers, including at least one significant creative achievement for peer evaluation.

1. Quality—refereed publications, refereed presentations delivered at professional meetings, and juried creative works.
2. Significance—recognized in the discipline and research-based (as defined in the discipline).
3. Quantity—completed since last promotion and sufficient to justify advancement.
4. Partial or principal contributor—significant contributor to the work.

3. *Professional Activities*
   A. *Criteria*
      1. Professional organization(s)—membership in, attendance at, or participation in meetings; positions of responsibility; and service to the organization.
      2. Advanced study.
      3. Community service.
      4. Honors and awards (local, state, national, international).
   B. *Evidence*

   The applicant needs to include a brief summary of professional activities as well as evidence (e.g., scanned images of awards, citations, newspaper clippings, certificates) and evidence of advanced study, active participation in professional organizations, and community service. This section should also include the applicant's *curriculum vita* and the most recent Faculty Development Plan (PDP).

4. *Instruction and Advisement*
   A. *Criteria*
      1. Mastery of subject; standard knowledge; and advanced, updated knowledge.
      2. Creativity in improving courses.
      3. Advisement of students.
   B. *Evidence*

   The applicant needs to include a signed statement that he or she has complied with the required written procedure for administering student surveys for the last two semesters with links to the survey results. This section should also include a description of the applicant's student advisement responsibilities and may also include descriptions of contributions the applicant has made to curriculum development and pedagogy. Faculty development efforts involving instruction and advisement (continuing education and workshops, for example) are generally summarized in this section, and references to the peer evaluations submitted by faculty members who observed the applicant's teaching should be made.

5. *Faculty Service and Relations*
   A. *Criteria*
      1. Loyal commitment to the Vision and Mission of the University. Agrees with and is supportive of the mission of Oral Roberts University.
      2. Performance of University assignments.
      3. Participation in college or University committees and/or functions.

4. Cooperation.
5. Positive attitude and maturity.

B. *Evidence*

The applicant needs to write a brief statement (generally under one page in length) explaining his or her reasons for supporting the mission of Oral Roberts University. The applicant also needs to provide evidence of participation in college or University committees and/or functions and references to evaluations and/or statements by peers, the department chair, and the applicant's college deans regarding the applicant's performance of University assignments, cooperation, and positive attitude and maturity.

2.1.6.3   Application for Promotion

The promotion application should be submitted in PDF format and organized around three parts containing (1) narrative evidence of competency in the five promotion criteria, (2) a *curriculum vita*, and (3) a narrative summary of the results of the two most recent semesters of student observation survey (SOS) data. The name of the applicant, rank being sought, and department name should appear on the title page of the promotion application and in the PDF file name. The electronic promotion application should be no more than 12 pages in length.

Appendices contain additional supporting evidence of statements made in the application—such as published articles and images—but remain with the faculty committee and are not submitted to the Board of Trustees. The appendices must contain a professional development plan (PDP) showing the intention to apply for promotion. Colleges vary on required formatting for the appendices. The Center for Faculty Excellence can provide specific details.

In addition to the promotion application submitted by the applicant, faculty members and administrators submit evaluations and letters of recommendation. These documents remain confidential and are not available to the applicant.

2.1.6.4   Promotion Application Procedure

The following timeline serves as a guide for the promotion application process. Any date that falls on a weekend should be replaced by the date of the following Monday.

March 1	The Vice President for Academic Affairs sends the college deans and the Director of the Center for Faculty Excellence the list of faculty members eligible for promotion.
March 31	The applicant sends a letter of intent to his or her department chair (and administrative assistant), with additional copies sent to the dean and to the Director of the Center for Faculty Excellence (along with their administrative assistants).
April 14	The college dean verifies the applicant's eligibility, has an initial consultation with the applicant, identifies (in consultation with the candidate) three classroom evaluators, and forwards the information to the applicant's department chair, the Director of the Center for Faculty Excellence, and the Vice President for Academic Affairs (along with their administrative assistants).
April 15-30	(1) The Director of the Center for Faculty Excellence offers a workshop on how to prepare a promotion application. (2) The applicant attends the required workshop on preparing a promotion application; the workshop is a required part of the promotion application process.
May 31	(1) The applicant selectes two department colleagues approved by the department chair who will (in addition to the chair) complete the Peer Rating Form and

conveys the names to the Director of the Center for Faculty Excellence (and administrative assistant).

(2) The applicant requests a letter of endorsement from the chair of an ORU committee (ad hoc or permanent) on which the applicant has served. (The committee chair must submit this letter to the college dean by August 31.)

June-July 14	The applicant prepares his or her promotion application and appendices according to the promotion guidelines, faculty handbook, and the workshop instructions.
July 15	The applicant submits the promotion application for review to the Director of the Center for Faculty Excellence (and administrative assistant).
July 31	The Director of the Center for Faculty Excellence reviews the promotion application for format and returns it to the applicant for revision.
August 14	The applicant revises the promotion application according to the advice from the Director of the Center for Faculty Excellence and submits the revised copy along with appropriate appendices to his or her college dean and the Director of the Center for Faculty Excellence (and administrative assistants).
	All active applications remain in the Center for Faculty Excellence for review by appropriate evaluation committee members.
August 31	(1) The applicant's chair submits three confidential Peer Rating Forms to the Director of the Center for Faculty Excellence (and administrative assistant), one filled out by the department chair and two by department colleagues previously selected by the faculty member and approved by the department chair. (If the applicant is a chair, the college dean assigns a senior faculty member to complete the Peer Rating Form.)
	(2) The chair of an ORU committee on which the applicant has served submits a letter of endorsement to the Director of the Center for Faculty Excellence (and administrative assistant).
	(3) The three classroom evaluators observe the applicant in the classroom and forward completed observation forms to the Director of the Center for Faculty Excellence (and administrative assistant).
September 1-15	The promotion committee reviews the promotion application with appendices in the Center for Faculty Excellence.
October 14	(1) The promotion committee chair submits the committee's recommendations to the college dean and the Director of the Center for Faculty Excellence (and administrative assistants).
	(2) The Director of the Center for Faculty Excellence retains the promotion application and appendices until after the Board of Trustees' decision has been made.
October 22	(1) The college dean notifies the candidate regarding the assessment committee's recommendations.
	(2) The college dean reviews the promotion application, adds endorsement comments, and forwards the promotion application to the Vice President for Academic Affairs (and administrative assistant).

October 23-31   The Vice President for Academic Affairs reviews the promotion application, adds comments regarding endorsement, and forwards the promotion application to the Provost.

November 1-9   The Provost reviews the promotion application, adds comments regarding endorsement, and forwards the promotion application to the President.

November 10 to Trustees Meeting

The President reviews the promotion application, adds comments regarding endorsement, and forwards the promotion application to the Board of Trustees.

November Trustees Meeting

(1) The Board of Trustees reviews the promotion application and comments regarding endorsement and makes a decision regarding promotion.
(2) The Board of Trustees communicates its decision on the application for promotion to the Vice President for Academic Affairs. The determination of whether to grant a promotion is vested in the sole discretion of the Board of Trustees.
(3) The Vice President for Academic Affairs notifies the college dean of the Board of Trustees' decision.

December 15   The college dean notifies the applicant and the Director of the Center for Faculty Excellence of the Board of Trustees' decision.

If awarded, the promotion becomes effective the fall semester of the academic year following the year of application.

2.1.7   Resignation

It is customary for any faculty member, either tenured or non-tenured, who does not intend to continue employment at the University to notify the University administration in writing of that intent at the beginning of the last year, but in no case later than the beginning of the last semester he or she intends to teach. Failure of a non-tenured faculty member to sign and return the faculty contract within the designated period constitutes an official resignation from the University.

2.1.8   Responsibilities

The faculty member has many responsibilities to the University, students, faculty, and administration. Following are the responsibilities of every faculty member:

2.1.8.1   Spiritual and Ethical

1. Chapel attendance is required of all full-time faculty members. Chapels are held for the benefit of faculty as well as students.
2. All full-time faculty members are expected to attend all special faculty or University -wide meetings. They are also expected to attend faculty chapels.
3. All faculty members sign and support the Honor Code Pledge. Full-time faculty members follow it at all times. Part-time faculty members are expected to follow it when on campus, representing the University, or with students.
4. Faculty members shall not use professional relationships with students or institutional facilities or privileges to further personal private gain. They shall accept no gratuities, gifts, or favors that might impair professional judgment, including remuneration for tutoring students enrolled in the University. Faculty members are expected to give needed assistance to their students.

5. Faculty members shall not use, directly or indirectly, the prestige and/or influence of the University in their personal affairs. For a faculty member to act for or on behalf of the University without prior approval is prohibited. The use of the University's name, letterhead, or influence on behalf of any private individual member of the University community is strictly prohibited.

6. Faculty members must adhere to all laws addressing the ethical use of others' materials, whether it is in the form of print, video, multimedia, or computer software.

2.1.8.2   Class-Related

1. Office hours are to be posted and adhered to for student consultation.
   a. Every full-time faculty member needs to schedule and keep at least 7½ hours in his or her office per week and to be available to students at other times by appointment. Individual colleges may establish additional requirements.
   b. It is recommended that faculty members, especially those teaching freshmen and sophomore-level students, should try to be available to students at some time during each academic day.
   c. Part-time faculty members schedule office hours in accordance with department or college policy.
   d. Faculty members must file a copy of their weekly schedules with their department chairs and deans.

2. Faculty attendance is required for all classes to which they are assigned. All classes are to begin and end according to schedule. Prior notification to the department chair must precede any change (temporary or permanent) from the schedule. A faculty member must notify the department chair prior to an absence from class.

3. Every faculty member needs to adhere to attendance policies established at the University, college, and department levels. Individual class attendance policies are a part of each course syllabus. A record of class attendance is to be kept.

4. Faculty members are to deny class attendance to any enrolled student who is in violation of Student Handbook regulations.

5. Examinations and reports must conform to department policies. Final examinations are required in all courses and must conform to the published schedule.

6. Midterm and final grades for each course are to be submitted to the Registrar, via the Internet, within a time period set by the Vice President for Academic Affairs and published in the Academic Calendar. Each faculty member shall keep an accurate record of each student's performance in a grade book or electronically. Materials relevant to student grades are considered to be the property of the University. These materials—including printed copies of electronic grade books—are to be submitted to the department secretary at the request of the department chair.

7. Faculty members should make safeguarding exams a high priority. Identical examinations should not be given in subsequent semesters.

8. No field trip, convocation, or other activity that conflicts with classes is to be scheduled without approval of the college dean.

9. If a faculty member leaves the employment of the University, all student records shall be deposited in the department files.

10. A syllabus is required for every course and must conform to the published syllabi guidelines. Some syllabi are prepared by individual teachers; others are prepared under the direction of the department chair.

11. Faculty members are expected to participate in ePortfolio activities related to their assigned classes, including assignment and rubric development, timely artifact assessment, and course/program improvement.

2.1.8.3   Professional

1. All full-time faculty members shall attend University, college, and departmental meetings.

2. All full-time faculty members need to be willing to serve on University, Faculty Senate, college assembly, and/or department committees.

3. All full-time faculty members need to assist in the registration process.
4. Full-time faculty members are expected to share advisement duties within the department, including duties pertaining to the students' ePortfolios.
5. All full-time faculty members are expected to participate in commencement exercises.
6. All full-time faculty members should engage in scholarly activity (e.g., research, publication, performance), hold membership and participate in professional organizations, and attend professional conferences.
7. Each full-time faculty member shall complete a Professional Development Plan annually and submit it to the department chair and/or college dean. This plan must address how the faculty member will stay current in both subject area and pedagogy.
8. All faculty members shall complete and submit paper work in a timely fashion. Examples include requests for faculty development/travel funds, employee expense vouchers, course syllabi, and Professional Development Plans.
9. Faculty members need to show courtesy to colleagues by promptly responding to phone calls, emails, and memos.
10. Faculty members should encourage the correct use of the English language, and they should be exemplary in their use of the English language.
11. Members of the faculty who are unable to fulfill their responsibilities must notify their immediate supervisors in advance, if possible.

2.1.8.4   Miscellaneous
1. All full-time faculty members shall engage in a healthy lifestyle that includes an aerobics exercise program.
2. All faculty members should be familiar with University documents relating to their assignments, including the catalog, this handbook, and the syllabi guidelines.
3. Faculty members are expected to be collegial (e.g., supporting colleagues and departmental activities) and to accept their fair share of extra-curricular duties (e.g. supporting student clubs).

2.1.9   Services and Facilities

2.1.9.1   Aerobics Center
In keeping with the whole-person philosophy of the University, faculty members are expected to participate in an aerobics program. The facilities in the Aerobics Center are available for use during scheduled hours each day. The Aerobics Center is open Mondays 6:00 a.m. to 11:00 p.m., Tuesday through Friday 6:00 a.m. to midnight, Saturdays from 10:00 a.m. to midnight, and Sundays from 2:00 p.m. to 6:00 p.m. Summer hours vary from the schedule for the fall and spring semesters and are posted online and at the entrance. Family members may use the facility on Friday nights and Saturday mornings. Anyone starting an exercise program should first consult his or her physician. The Aerobics Center Office (495-6059) has more information, including information available LifeTime Recreation program activities.

2.1.9.2   Athletic Events
Faculty members and their families are welcome as spectators at the many athletic events sponsored by the University. An ORU Eagle Card admits faculty members and their families to most ORU athletic events free of charge. All faculty members may purchase, at a discount, season tickets for reserved seating at home basketball and baseball games. The ticket office at the Mabee Center has more information.

2.1.9.3   Business Center
Document preparation services are available in the Business Center on the third floor of the Learning Resources Center, which may be requested in person or through online ordering. The center also provides duplication, binding, and printing services for both students and faculty members. The

center has a complete list of services, fees, and deadlines for both faculty members and students. Faculty members needing University -related documents can charge the work against the departmental budget with the approval of the chair.

2.1.9.4 Campus Store (Bookstore)

Faculty members may purchase such items as books, cards, office supplies, ORU imprinted items, gifts, and music at the Campus Store. Upon presentation of a current Eagle Card, faculty members are eligible for a 10% discount on all purchases except textbooks, computer software, food, and magazines. The campus store is open Mondays, Tuesdays, Wednesdays, and Fridays from 8:00 a.m. to 5:00 p.m. and from 8:00 a.m. to 6:00 p.m. on Thursdays. It is open from 10:00 a.m. to 3:00 p.m. on Saturdays and is closed on Sundays.

2.1.9.5 Computer Labs

The University has several computer labs on campus. The Academic Computing Labs, which house computers in several classroom-like settings on the second floor of the Graduate Center, are available on an individual walk-in basis as well as on a reserved basis for class sessions. These labs are available for faculty and student use University -wide. Various other computer labs for specific departments, colleges, or programs—such as Art; Behavioral Sciences; Biology; Business; Chemistry; Education; and Music—provide special software and facilities and are reserved for faculty members and students in courses offered by these departments, colleges, or programs.

2.1.9.6 Conference and Events Services

The ORU Conference & Event Services is an event management system that provides both the University and the Tulsa community a way for individuals and organizations from the region to facilitate a world-class event or conference and secure space at ORU and CityPlex Towers—featuring a diverse portfolio of facilities—that can accommodate from 50 to 11,000 people. The Conference & Event Services is the primary resource for those interested in holding a conference, seminar, wedding, summer camp, or any special event on the Oral Roberts University campus.

The ORU Conference and Banquet Center at Mabee Center includes fully-customizable event spaces that can accommodate any genre of event from small breakouts and meetings to large-scale banquets and receptions.

East Room: This room is the largest event space with 375 Theatre and 270 banquet seating.

West Room: This meeting room space holds 50, Business Classroom style, and 112 with Theatre seating.

Lobby: Features a crisp entrance with social seating and plasma televisions for visual ambiance.

Lounge: Secluded and casual event setting complete with smooth, comfortable seating.

Restrooms: Elegant, textured flooring with warm lighting compliments the surrounding spaces.

Prayer Gardens: A multi-level, peaceful haven with shade trees, fountains, and walkways – great for outdoor weddings and banquets.

Kennedy Chapel: A serene sanctuary with beautiful lighting and an exquisite cross at its center.

Holy Spirit Reception Room: This easily accessible facility can hold up to 175 guests and offers customizable floor plans and buffet options.

Howard Auditorium: The 1,000-seat auditorium is used for theatrical productions, campus movies, seminars, and presentations. It also contains dressing rooms, ticket offices, a set shop, conference rooms, and sound booths.

Skyline60 at CityPlex: This 11,000-square-foot ballroom facility offers a one-of-a-kind view of South Tulsa and accommodates catered events up to 400.

Mabee Center Studio 1: This theater studio is designed to accommodate larger banquets and receptions with seating up to 750 banquet style.

Mabee Center Arena: The 105,000-square-foot facility is designed to meet any capacity accommodating events scaled from 1,274 to 11,300 seats. Whether the event calls for an intimate theater configuration, or an amplified round, the stage has been set to entertain a full house.

Mabee Center Mezzanine: A flexible meeting and banquet area with seating for 400+.

2.1.9.7   Credit Union

All faculty members are eligible for membership in the Tulsa Teachers Credit Union. A nominal fee is required to open an account, which entitles the member to a wide range of services. Information can be obtained at the main office (3720 E. 31st Street, telephone 743-9861) or at one of the many branches, including the branch near ORU (82nd and Lewis). A number of service centers are also available. Additional information is available from the TTCU website.

2.1.9.8   Food Services

Faculty members may purchase food at a variety of on-campus locations, including meals at the University cafeteria in the Hamill Student Center. Hot foods are also available at the Deli on the third floor of the Graduate Center, at Chick-fil-A® in the basement of the Student Center, and at other food vendors on the third floor of the Learning Resources Center.

2.1.9.9   Graphics

The Marketing Department is responsible for marketing the University to various constituents and can help design and create materials with the ORU brand including: advertising; brochures; catalogs; CD/DVD labels; certificates; covers; folders; handbooks; invitations; magazines; newsletters; Christmas cards; reports; campus signs; digital signage; and photography. More information on their services, fees, and deadlines, along with order forms are available online.

2.1.9.10   Identification Cards

As a security measure, all faculty and administration members are issued a University employee identification card (ID)—also known as an Eagle Card—showing the employee's name, classification, and department. To obtain a card, new faculty members need to take a validation form issued by the Vice President of Academic Affairs' Office to the Eagle Card Center, Monday through Friday from 8:00 a.m. to 5:00 p.m. Besides being a photo ID card, the Eagle Card provides a cashless method referred to as Eagle Bucks for food services on- and off-campus and for on-campus vending machines. The Eagle Card also provides access to various campus buildings and events and validates library checkout privileges. Faculty, staff, and students may deposit money in their Eagle Card accounts and then use the cards to withdraw from their accounts when needed.

The identification card should never be lent to another person. Faculty members who lose a card should notify the Eagle Card Center immediately and make arrangements to have another one made. When a faculty member leaves the University's employ, the identification card must be turned in to the Human Resources Department before the final paycheck can be released. More information is available from the Eagle Card Center.

2.1.9.11   Information Technology

The Information Technology Department sets up faculty accounts on the ORU computer network, installs and maintains hardware University -wide, including faculty offices, and installs and supports University -adopted software. Standard software includes Microsoft Office, Internet Explorer, GroupWise email, and Desire2Learn. Information Technology does not support discipline-specific software on faculty office computers. Some discipline-specific software is maintained in the various labs described in the section titled "Computer Labs" in this chapter. More information is in the section titled "Networks and Computer Policy" in this chapter.

2.1.9.12   Keys

Keys are provided to faculty members for their offices. To obtain keys, faculty members need to request them through the department chair and secretary. Proper care in handling keys is vital to maintaining security of buildings, equipment, and supplies. Keys should always be kept in a secure place and never left where anyone else can use them.

Unauthorized possession of a key or allowing unauthorized duplication of a key is grounds for dismissal.

When a faculty member leaves the University's employ, all keys issued to that faculty member must be returned to the Human Resources Department in order to release the final paycheck.

2.1.9.13   Library

The University library, located on the fourth and fifth floors of the Learning Resources Center (LRC), holds over 500,000 items, including printed books, microforms, and audiovisuals. The collection is arranged by the Library of Congress Classification System. The library website (http://www.oru.edu/university/library/) provides access to the library's online catalog (http://webopac.oru.edu/), more than 90 electronic periodical databases and reference works, and over 35,000 electronic journals and magazines. Multiple databases may be searched simultaneously using Central Search. Remote access to electronic resources is available to faculty members via usernames and passwords used for office computers. Library materials are purchased by the Acquisitions department and processed by the Technical Services department. Faculty requests for purchase of books and journals are solicited.

Faculty members may check out library materials at the Circulation/Reserve desk located on the LRC fourth floor. The ORU identification card is used to check out books and access other library services such as interlibrary loan. Items are returned at the same desk, and a book drop for non-reserve books is available at the Customer Service Desk on the third floor. Renewals are available via the online catalog or by contacting a Circulation staff member. Faculty members may place items on regular or electronic reserve at the Circulation Desk. Reserves are searchable in the catalog under the instructor's name. The Interlibrary Loan Office (ILL) is located near the Circulation Desk. ILL loans request forms are available on the library web page as well as linked within databases. Please allow two weeks for materials to arrive.

The Library Information Commons (LINC), accessible from both the LRC and the GC on the fourth floor, houses the Reference area, the Electronic Resources Center, the Periodicals Collection, the Library Instructional Lab, and four group study rooms. The Reference Desk is staffed by librarians who, along with work-study aides, provide individual assistance with research questions and with access and use of electronic resources and periodicals. The non-circulating Reference collection provides a concentration of key resources selected to provide essential background information from which more extensive research may be launched. The Electronic Resources Center (ERC), immediately adjacent to the Reference area, contains networked computers for accessing the Internet and the library's electronic resources and is equipped with networked printers and photocopiers. Another copy machine is available near the Circulation Desk. The Periodicals area contains a collection of current issues of journals and magazines organized alphabetically. Older volumes are available in bound paper, microform, and CD-ROM formats and arranged by call number. Some bound volumes published prior to 1979 are housed in the main collection on the fifth floor. A microform reader-printer-scanner is provided. Periodical titles are searchable in the Journals List.

In the Library Instructional Lab located to the rear of the Periodicals area, librarians offer library instruction classes, workshops, presentations, and individual instruction on how to use information resources. The lab is equipped with 30 computers, a laptop, an LCD projector, a sound system, and software that facilitate digital presentations. Library orientation tours and class instruction are provided at the request of the faculty members. Other forms of instruction include online tutorials and research guides available on the library website. Research assistance and workshops designed specifically for faculty are also available.

The Curriculum Media Center (CMC), on the fifth floor, contains a children's literature collection, media for grades K-12, audio-visuals, and other materials used for curriculum development. It serves primarily the College of Education. The Music Listening Room, located in Timko-Barton Hall, contains a non-circulating collection including records, tapes, compact discs, and scores. The Theology Library, which is integrated into the main collection, includes materials primarily in the BL–BX classification range. There are also three closed collections that may be

viewed by special request: the Elmar Camillo Dos Santos Collection, the William Sanford LaSor Collection, and the Jewish Theological Seminary Collection. The Holy Spirit Research Center, on the fifth floor, contains a non-circulating collection of some 12,000 books, 120 periodical titles, pamphlets and newsletters, and 8,000 cassette tapes related to the Holy Spirit and the Pentecostal/charismatic movement. It is one of the largest and most comprehensive collections of its kind in the world. The Archives, containing University historical materials, are located in a temperature-controlled area on the GC first floor.

During the fall and spring semesters, library hours are Monday through Thursday from 7:30 a.m. to 10:30 p.m., Fridays, from 7:30 a.m. to 5:30 p.m., Saturdays from noon to 10:30 p.m., and Sundays from 3:00 p.m. to 10:15 p.m. Hours for holidays and breaks are posted at the library entrance. Summer hours vary slightly from the schedule for the fall and spring semesters and are posted online and at the entrance.

2.1.9.14   Media Facilities

The University provides media facilities for classroom use, such as overhead projectors, mimeo-board, computer projectors, TV/VCRs, and audio equipment. Some equipment is permanently installed in specified classrooms, but Audio-Visual Services (http://webapps.oru.edu/avcatalog/requisition.php) can also set up and operate all types of media hardware in classrooms, laboratories, and other on-campus locations and for special events. Requests for services are submitted online 24 hours in advance of need.

2.1.9.15   Parking

Well-maintained parking lots are available to University employees free of charge. Employee parking is reserved for only those vehicles (cars, trucks, motorcycles, bicycles) displaying the appropriate parking permit or hanging tag for the specific parking lot. More information on permits and regulations is available in the *ORU Employee Handbook*.

2.1.9.16   Performances

The Communication, Arts, and Media Department presents a number of plays during the year. Full-time faculty members receive two free tickets per event performed on-campus. Two free tickets can be reserved the week of the performance and picked up at the door. Additional tickets may either be purchased at the door or reserved during the week of the performance and paid for at the door. Tickets for events performed downtown at the PAC are available for purchase prior to the event.

The Music Department presents many concerts, recitals, and other musical events during the year, many of which are presented with no admission charge. Faculty members and their families are cordially invited to attend these presentations.

2.1.9.17   Post Office

ORU has its own zip code (74171) and campus post office. Housed on the first floor of the E.M. Roberts dormitory (EMR), the post office offers a full array of services. An additional mailroom is located on the first floor of the Graduate Center.

2.1.10   Tenure

Tenured status is conferred upon faculty members who meet the criteria for tenure, are recommended for tenured status by current tenured faculty members in good standing, and are granted tenured status by a vote of the ORU Board of Trustees. The University annually offers to the tenured faculty member a three-year contract for employment in a full-time position on the faculty, unless tenured status has been or is terminated or suspended under the provisions of the section titled "Termination Review and Reinstatement Procedure." Once tenured status becomes effective, tenured faculty members receive a one-level advancement on the full-time faculty salary scale and, when available, parking privileges in the executive parking lot.

2.1.10.1   Responsibilities of Tenured Faculty

In addition to achieving academically and professionally, tenured faculty members publicly affirm their commitments to the University's educational and spiritual goals. They support the University, fellow faculty members, and the students by committing to the following:

1. To help the Board of Trustees preserve the Founding Vision and University mission by doing the following:
   a. Exemplifying the ORU lifestyle, as outlined in the Founding Vision, Mission, and Honor Code Pledge.
   b. Providing leadership across the disciplines.
   c. Serving on faculty appointment committees.
   d. Serving as mentors to junior faculty members.
   e. Helping students experience active, Spirit-filled lives.
2. To actively participate in tenure activities by doing the following:
   a. Supporting and adhering to the policies regarding tenure outlined in this section.
   b. Participating in the tenured faculty application process.
   c. Helping select facilitators and conveners for the University tenured faculty.
3. To support the needs and interests of faculty members at large by doing the following:
   a. Sponsoring faculty forums on topics of interest to the ORU community.
   b. Providing input on University issues and interests.
   c. Serving on committees.

2.1.10.2   Tenure Prerequisites

Faculty members who satisfy all of the following prerequisites are eligible to apply for tenure:

1. Are regular full-time associate professors or professors at ORU.
2. Have completed at least six consecutive years of teaching full-time at ORU at the assistant level or above.
3. Have submitted a letter of intent to apply by March 15 of the academic year prior to application.
4. Have a terminal degree from an accredited institution that is appropriate to the teaching assignment.
5. Have listed the intent to apply for tenure on the Professional Development Plan (PDP).
6. Are not applying for promotion or sabbatical while applying for tenure.

2.1.10.3   Tenure Criteria and Evidence

To support ORU's mission, faculty members applying for tenure must provide evidence, as part of the application, that the following six criteria have been met. The criteria reflect the mission of Oral Roberts University—to build Holy Spirit-empowered leaders through whole person education to impact the world with God's healing touch.

1. *Spiritual Commitments*
   A. *Criteria*
      (1) Confesses to be a born again person who subscribes to historic Trinitarian Christianity (professing the unity of Father, Son, and Holy Spirit in making available redemption, life in the Spirit, and eternal life to be received by personal confession of faith).
      (2) Demonstrates gifts of the Spirit and exhibits an ethical lifestyle consistent with the fruit of the Spirit.
      (3) Manifests or actively seeks the release of the prayer language. ("Actively seeks" means an integrity that demonstrates an openness in which the person has a genuine desire for this experience.)
   B. *Evidence* is in the form of a brief "Personal Theological Reflections" statement written by the applicant (normally fewer than 5 pages) that addresses the following items.

  (1) An account of the applicant's salvation experience and how the Lordship of Jesus Christ has been evident in his or her life.

  (2) A description of how the fruit of the Spirit (Galatians 5:22-26) has been manifested in his or her life.

  (3) A description of how gifts of the Spirit (I Corinthians 12 4-31) have been manifested in his or her life.

  (4) An account of how the applicant received or is actively seeking his or her personal prayer language of the Spirit.

  (5) Examples of how the applicant has been involved in mission work and/or charitable service and has assisted others with salvation, the personal prayer language of the Spirit, and/or Christian walk.

  (6) A list of doctrinal beliefs that the applicant regards as essential to his or her core Christian beliefs.

  (7) An explanation of how the applicant positions himself or herself with regard to the distinctive charismatic emphases of the University.

2. *University Service*

A. *Criteria*

  (1) Agrees with and is supportive of the Mission and Vision of ORU.

  (2) Is committed to serving the University long-term (department, college, and University committees; task forces; projects; and student advisement).

  (3) Is recommended positively by University colleagues.

B. *Evidence* should include the following:

  (1) A statement representing his or her agreement with and support of the Mission and Vision of ORU.

  (2) A summary of ways in which the applicant has contributed to the University at large—for example, committee work and roles in faculty government.

  (3) A description of the applicant's role in student advisement.

  (4) Links to any supporting service-oriented documents in the appendix.

3. *Instruction*

A. *Criteria*

  (1) Demonstrates mastery of subject through up-to-date course content.

  (2) Continues to improve courses (use of technology, rubrics, creative and active learning methods, and student feedback).

  (3) Integrates faith and learning in courses.

B. *Evidence* is in the form of the applicant's "Personal Reflections on Faith and Learning Integration" (normally fewer than three pages), that incorporates each of the following four areas:

  (1) An explanation or description of the applicant's philosophy and practice in creating a unity of faith and learning in the classroom.

  (2) A link to the results from the last two semesters of the applicant's student opinion surveys.

  (3) Evidence of faculty development efforts (e.g., continuing education and workshops).

  (4) Evidence of contributions the applicant has made to the department and/or curriculum development.

4. *Scholarship*

A. *Criteria*

  (1) Demonstrates current knowledge in discipline (review of literature, bibliography, workshop attendance, coursework completion).

  (2) Publishes in journals and books (refereed or significant as defined by discipline; editor, contributor, author; completed since last promotion).

  (3) Presents refereed papers or juried creative works as defined by the applicant's discipline.

B. *Evidence* typically includes a summary of scholastic achievements of the previous five years

as well as links to significant published works, pictures, programs, bulletins, presentations, or similar documents that have been scanned and inserted into the appendices folder.

5. *Professional Activities*
   A. *Criteria*
      (1) Participates in professional organizations through membership, attendance, and service.
      (2) Serves the community (civic organizations, church).
      (3) Receives honors, awards, and grants (project director or co-investigator).
   B. *Evidence* typically consists of a summary of awards, participation in professional organizations, and community service as well as links to other items (e.g., citations, newspaper clippings, and proof of membership and active participation in professional organizations) that have been scanned and inserted into the appendices folder.

6. *Physical Activity and Discipline*
   A. *Criteria*
      (1) Takes steps to live in a healthy manner.
      (2) Participates in ongoing physical activity.
   B. *Evidence* includes a description of the applicant's regular physical regimen that promotes a healthful lifestyle. Applicants may include a log/record of his or her physical activities or evidence of membership and activity in a fitness or health center. Applicants should also include any other steps (such as healthful eating) that the applicant takes to maintain good health.

2.1.10.4   Tenure Application

Application for tenure is through submission of the tenure application with appendices. The tenure application must be submitted in PDF format, but each college determines whether the appendices are submitted in PDF format or in bound paper form.

The tenure application includes a curriculum vita and must (1) have a title page with the name of the applicant and department; (2) be organized around the six items listed in "Tenure Criteria and Evidence"; (3) contain a table of contents; and (4) contain appendices for supporting evidence, such as photos and scanned images. The tenure application, excluding the appendices, is normally fewer than 20 pages, including the two personal reflections papers described below. Quality is evaluated more highly than quantity.

Appendices contain two required documents: (1) a Professional Development Plan (PDP) showing the intention to apply for tenure and (2) the results of student surveys from the two most recent semesters as well as supporting documents, such as journal articles, scanned images of books and other works created by the applicant, evidence of scholarly research or performance, and any other documentation that the applicant deems supportive of the application.

In addition to the tenure application, evaluations, and letters of endorsement are submitted by faculty members and administrators. These documents remain confidential and are not available to the applicant.

2.1.10.5   Tenure Application Procedure

The following timeline serves as a guide for the tenure application process. Any date that falls on a weekend should be replaced by the date of the following Monday or a date set by the University.

March 1   The Vice President for Academic Affairs sends a list of faculty eligible for tenure to the tenured faculty chairs (chairs of each college's tenured faculty and also of the University Tenured Faculty) and to the Director of the Center for Faculty Excellence (and administrative assistant).

March 31   *Faculty Letter of Intent*—A faculty member who is eligible to apply for tenured status and has indicated his or her intention to apply for tenured status on the PDP sends a letter of intent to apply for tenure to the department chair (and

administrative assistant) with additional copies sent to the college's tenured faculty chair and the Director of the Center for Faculty Excellence (and administrative assistant).

April 30   The applicant attends a required workshop (through the Center for Faculty Excellence) on preparing a tenure application.

May 1-July 15   (1) The chair of the college's tenured faculty selects three tenured faculty members from the college (both inside and outside the applicant's department) to complete Peer Review Forms and submits those names to the Director of the Center for Faculty Excellence.
(2) The chair of the college's tenured faculty also decides which two of the three selected tenured faculty members will also observe and evaluate the applicant in the classroom in August. (Note: At the discretion of chair of the tenured faculty, all tenured faculty members within a college could be selected to submit Peer Review Forms. If a college lacks the necessary number of tenured faculty members, the remaining tenured faculty members are selected from other ORU colleges).
(3) The applicant prepares his or her tenure application according to the tenure application guidelines, this handbook, and the required workshop.
(4) The applicant submits the tenure application to the Director of the Center for Faculty Excellence (and administrative assistant).

July 16-31   The Director of the Center for Faculty Excellence reviews the tenure application for format and returns it to the applicant for revision.

August 1-14   The applicant revises the tenure application according to the advice from the Director of the Center for Faculty Excellence and submits the revised copy with appendices to the Director of the Center for Faculty Excellence.

The Center for Faculty Excellence is the repository for all active applications. Tenured faculty and committees are invited to the Center to access and review all tenure applications.

August 15-31   The department chair, college dean, and two of the college's tenured faculty members observe and evaluate the applicant in class using the Professional Evaluation Form and then submit the forms to the Director of the Center for Faculty Excellence.

September 1-15   (1) The Director of the Center for Faculty Excellence compiles the applicant's Professional Evaluation Forms, Peer Rating Forms, and the applicant's tenure application with appendices and makes it available to the chair of the college's tenured faculty.
(2) The chair of the college's tenured faculty invites the college's tenured faculty members to review the tenure application in the Center for Faculty Excellence.
(3) The chair of the college's tenured faculty calls the college's tenured faculty members to meet, discuss, and vote on whether or not the particular college endorses tenure. A 75% affirmative vote of the tenured faculty members in the particular college is required for an applicant to be endorsed by the college.
(4) The chair of the college's tenured faculty reports the voting results (affirmative or not) to the college dean and applicant and also forwards the results and tenure application without appendices of the approved applicant to the chair of the University-wide tenured faculty. Any applicant not receiving enough votes from

the college's tenured faculty to be recommended to the University-wide tenured faculty is given a written copy of the reasons for denial by the chair of the college's tenured faculty. The applicant may appeal the decision by following the procedure outlined in the section titled "Grievance and Conflict Resolution Procedure" in this handbook.

September 15-30 (1) The chair of the University Tenured Faculty appoints an evaluation committee composed of one tenured representative in good standing from each college.
(2) The chair of the University Tenured Faculty schedules a spiritual fit interview to be conducted by the evaluation committee.
(3) The chair of the University Tenured Faculty makes the tenure application available to members of the University's tenured faculty.
(4) The University Tenured Faculty meets with the applicant for a spiritual interview. The interview is open to all tenured faculty members; however, only the evaluation committee members vote on spiritual fit.
(5) The University Tenured Faculty evaluation committee votes on whether or not to endorse the applicant. A 75% affirmative vote on the spiritual fit of the applicant is required to be endorsed for tenure by the evaluation committee.
(6) The University Tenured Faculty evaluation committee forwards the results of the vote and any comments to the chair of the University Tenured Faculty.
(7) The chair of the University's Tenured Faculty schedules and moderates a meeting of all University tenured faculty members to discuss the evaluation committee's assessment of the spiritual fit interview of the applicant. A 75% affirmative vote of the University's Tenured Faculty is required for an applicant to be endorsed for tenure by the University's Tenured Faculty.

October 1-14 (1) The chair of the University Tenured Faculty communicates the results of the vote in writing, first to the college dean and then to department chair and applicant. Any applicant not receiving enough votes from the University Tenured Faculty to be endorsed for tenure is given a written copy of the reasons for denial by the chair of the University Tenured Faculty. The applicant may appeal the decision by following the procedure outlined in the section titled "Grievance and Conflict Resolution Procedure" in this handbook.
(2) The chair of the University Tenured Faculty forwards a written list of applicants recommended for tenure along with their tenure applications to the Vice President for Academic Affairs and the Director of the Center for Faculty Excellence (and administrative assistants).

October 23-31 The Vice President for Academic Affairs completes the following tasks:
- Reviews the list of applicants and their portfolio applications
- Adds written comments regarding endorsement
- Forwards the list to the Provost

November 1-9 The Provost completes the following:
- Reviews the list of applicants and their tenure applications
- Adds written comments regarding endorsement
- Forwards the list to the President

November 10-Trustees Meeting
The President completes the following:
- Reviews the list of applicants and their tenure applications
- Adds written comments regarding endorsement

- Forwards the list to the Academic Affairs Committee of the Board of Trustees

Board of Trustees Meeting

November (1) The Board of Trustees makes a decision concerning granting of tenured status and conveys the decision to the President, Provost, and Vice President for Academic Affairs.
(2) The Vice President for Academic Affairs notifies the chair of the University Tenured Faculty regarding the results of the Board of Trustees' decision.
(3) The chair of the University Tenured Faculty communicates the Board of Trustees' decision to the applicant and to the Director of the Center for Faculty Excellence. If an applicant is denied tenure by the vote of the Board of Trustees, he or she may appeal by following the procedure outlined in the "Grievance and Conflict Resolution Procedure."

Tenured status is not granted automatically upon satisfaction of the eligibility requirements, but must be conferred by the Board of Trustees. Tenured status becomes effective the following fall semester.

2.1.10.6   Termination Review and Reinstatement Procedure

Employment and tenured status, once conferred, shall continue, except in the following cases:

1. Termination of Tenure and/or Employment Due to Faculty Changes.
   a. Upon resignation or voluntary termination of full-time employment by a tenured faculty member, tenured status shall automatically terminate along with any contractual obligations.
   b. Upon death of the faculty member.
   c. Incapacitation or disability that renders the individual incapable of performing the essential functions of his or her job for a period exceeding six months.
2. Termination of Tenured Status and/or Employment Due to University Changes—changes in faculty teaching load, University programs, and/or financial situations.
   a. Causes for Termination of Tenured Status.
      (1) Under extraordinary circumstances due to financial exigencies, the Board of Trustees may terminate employment or three-year contracts by notifying the affected faculty members of its actions.
      (2) If the program in which a tenured faculty member teaches does not have enough students (FTEs) to justify the employment of the current number of full-time tenured faculty members, those with the most time in tenure are given preference.
   b. Possibilities for Reinstatement of Tenured Status and/or Employment.
      (1) For causes #1 and #2 in part a., efforts shall be made to reassign the tenured faculty member to another position (teaching or non-teaching) on campus.
      (2) In the event that the University finds it necessary to release faculty members, non-tenured faculty members in the affected department/college may be terminated first.
3. Termination of Tenured Status Due to Unsatisfactory Performance.
   a. Causes for Termination of Tenured Status.
      If the faculty member's department chair, college dean, or the Vice President for Academic Affairs during the college's existing faculty contract renewal process determines that a tenured faculty member's performance (level of competence appropriate for tenured faculty and/or fulfillment of faculty duties) merits further review, a process to review tenured status and/or employment may be initiated based on the following reasons:
      (1) Failure to maintain a level of competence appropriate for tenured faculty. Competence is demonstrated by classroom performance and teaching ability; keeping abreast of current scholarly research in the faculty member's field; updating one's academic skills; and continuing to conduct scholarly research, writing, and creative work.

(2) Failure to fulfill faculty duties as listed in the faculty member's contract and/or the *Faculty and Administration Handbook*. Fulfilling faculty duties is demonstrated by cooperating with University practices (e.g., ePortfolio, grades, chapel, and meetings); participation in professional activities; service to the University, completion of reasonable faculty duties, as assigned; and adherence to conditions and stipulations in the faculty contract, including refusal to sign a contract within the allotted time period.

b. Procedure for Review and Possible Reinstatement of Tenured Status.

In the event that a review is initiated for failure to maintain a level of competence appropriate for tenured faculty and/or to fulfill faculty duties, a University Grievance Committee (composed of the tenured faculty member's department chair and college dean, a tenured faculty member appointed by the chair of the University Tenured Faculty, and a tenured faculty member chosen by the faculty member under review) will serve as the review committee. The committee is responsible for the following tasks:

(1) Giving the tenured faculty member a written statement clearly explaining the concerns regarding competence or faculty duties under question.

(2) Meeting with the faculty member to discuss the written statement explaining the concerns. This meeting must take place within 14 days of the faculty member's receiving the written statement.

(3) Establishing a list of behavioral objectives and time frame that must be met in order for the tenured faculty member to return to a *reasonable level of competence* and/or fulfillment of faculty duties.

(4) Mentoring the faculty member during the time of remediation and restoration.

(5) Determining whether or not to recommend to the Vice President for Academic Affairs a suspension of tenured status with pay during the review process.

(6) Reviewing the progress of the faculty member at the end of the period given for remediation and restoration and evaluating whether or not the faculty member has returned to a *reasonable* level of competency and/or fulfillment of faculty duties.

(7) Recommending to the Vice President for Academic Affairs that the faculty member (a) be returned to tenured status if it was suspended, (b) be declared as restored to acceptable competence and/or fulfillment of faculty duties, (c) be given additional time, or (d) be permanently removed from tenured status.

(8) Receiving the Vice President for Academic Affairs' decision to respond to the recommendation or to refer it to the Provost and possibly the President.

4. Termination of Employment and Tenured Status Due to Misconduct.

a. Causes for Termination of Employment and Tenured Status.

(1) Intransigent actions or expressions that are substantially in opposition to or inconsistent with the mission of the University.

(2) Conduct involving moral turpitude or the conviction or plea of no contest to a felony.

(3) Gross violation of the Honor Code.

(4) Gross insubordination or substantial failure to conform to and comply with policies of the University or the particular department or college of the faculty member as stated in the *Faculty and Administration Handbook*.

b. Procedure for Review and Possible Reinstatement.

In the event that misconduct is suspected, the following process applies.

(1) Complaints against a tenured faculty member must be initiated through the administration of the University, and the tenured faculty member in question shall be afforded a prompt hearing with the administration (Provost, Vice President for Academic Affairs, and college dean) and the chair of the University Tenured Faculty.

(2) If the Provost, Vice President for Academic Affairs, college dean, and the chair of the University Tenured Faculty come to general agreement that there has been possible misconduct, the administration and chair of the University Tenured Faculty conduct an investigation of the alleged misconduct and make a determination of fact. During the

investigation, the faculty member's tenured status and/or employment may be suspended with pay at the discretion of the Provost and the Vice President for Academic Affairs.

(3) If the Vice President for Academic Affairs and Provost determine that there is no cause for terminating the tenured faculty member, then the faculty member is reinstated.

(4) If the Vice President for Academic Affairs and Provost determine that there is probable cause for terminating the tenured faculty member, then the results of the investigation are forwarded to the President, who determines whether or not there is cause for terminating the tenured faculty member, and he or she may dismiss the faculty member in one of the following ways:

(a) By not renewing the three-year contract and allowing the current contract to expire at the end of its three-year term. If a new contract for employment as a full-time faculty member is not offered on or before February 15 of the final year of the contract, then the faculty member shall be considered to be dismissed as of the end of the current contract and may, no later than 14 calendar days following March 1, initiate the grievance procedure titled "Grievance and Conflict Resolution Procedure." The faculty member may continue to teach during the remainder of the current contract.

(b) By beginning dismissal procedures against the faculty member before the expiration of his or her current contract. The procedure and time frame of the dismissal are determined by the Provost, Vice President for Academic Affairs, and Director of Human Resources. In the event of any such dismissal, the faculty member shall be apprised of the grounds for dismissal by letter.

2.1.11   Workload

The normal full-time teaching load of a faculty member is established by each college, as described in chapter 3 in this handbook. The teaching quality is to be one of excellence, such that it will produce students who are equipped spiritually, mentally, physically, and socially to go into every person's world. In addition, academic counseling, service on various committees, keeping regular office hours, and assisting in pre-registration and registration are among a full-time faculty member's duties. Comprehensive student advisement, as assigned by the department chair, is the responsibility of every full-time faculty member. A complete list of faculty expectations is found in the section titled "Responsibilities."

Academic deans routinely call upon full- and part-time faculty members to teach modular, evening, weekend, summer, and distance offerings. Existing ORU faculty and staff should have the opportunity to participate in such teaching assignments before others are recruited. Faculty members agree to not accept any outside employment, positions, or responsibilities related to business, religious, governmental, educational, or corporate entities without the prior and written approval of the Provost or approved representative. Specifically excluded from this approval requirement are the occasional consulting, speaking engagements, and/or church-related activities typical of University faculty members. This process is managed carefully to safeguard academic quality and integrity.

2.1.11.1   Additional Compensation Opportunities

Any nine-month, full-time faculty member may be compensated in addition to the existing contract for externally funded projects/research and for teaching summer, distance, and overload courses. The faculty member's supervising chair and/or dean must be consulted concerning the additional assignment. No nine-month, full-time faculty member may teach more than three hours of overload in any one semester. Payment for additional compensation requires submission of the Request for Additional Compensation and is disbursed on the regularly scheduled payroll dates.

Twelve-month, full-time faculty members may be compensated in addition to their existing contracts for externally funded projects/research and for teaching distance and overload courses. No 12-month, full-time faculty members may teach more than three hours of distance or overload courses in any one year. The faculty member's supervising chair and/or dean must be consulted concerning the additional assignment. Twelve-month faculty are not eligible to receive pay for teaching

residential summer courses or summer modular courses. Overload courses are paid via the Request for Additional Compensation.

Staff members who teach courses in addition to their regular duties sign adjunct contracts for those services. They are paid at the overload rate established for full-time faculty members, which is based on highest degree earned.

Chairs may participate in externally funded projects/research, and may teach one summer or overload course per year for additional pay. College deans may teach one summer course per year for additional pay. The Vice President for Academic Affairs and the supervising dean must be consulted concerning the additional assignment. Payment for additional compensation requires submission of the Request for Additional Compensation and is disbursed on the regularly scheduled payroll dates.

2.1.11.2   Summer School (Undergraduate Faculty) Load

Nine-month, full-time and adjunct faculty members may teach during all four summer sessions of an academic summer for a combined total of 13 load hours. An exception at the discretion of a college dean may allow for faculty members to teach an additional 3 load hours for a maximum combined total of 16 load hours for an academic summer. For the sake of academic integrity, it is recommended (not required) that a faculty member teach only one class during each of the four summer sessions.

2.1.11.3   Travel Studies Faculty Load

Sections of travel study courses consist of 5 to 12 students. If the enrollment in a travel study course grows to 13 or more students, additional sections of the course need to be opened and taught by additional faculty members. For safety considerations during travel study trips, no faculty member shall be responsible for more than 12 students.

2.2   POLICIES AND PROCEDURES

This handbook is designed to provide information regarding Oral Roberts University and its policies. Faculty members should use it to become acquainted with the University's work environment, to understand University policies and procedures, and to utilize opportunities for self-improvement and advancement of the ORU mission. Many of the ORU policies and procedures are available online and detailed in the *Oral Roberts University Employee Handbook*. Any policies and procedures unique to University faculty are fully described in this handbook.

2.2.1   Absences and Leaves

2.2.1.1   Sabbatical Leave

The purpose of the sabbatical leave is for research, study, writing, or other creative work contributing to the upgrading of degree status or to the professional development and effectiveness of the recipient as a scholar and teacher. Travel is appropriate if it fits the purpose of the sabbatical leave. Sabbatical leave is neither for vacation nor health leave and is not to be granted for the sole purpose of augmenting income. The Provost and the Vice President for Academic Affairs may approve a faculty member's taking a compensated position elsewhere during a sabbatical, especially if such an experience can be expected to contribute significantly to the faculty member's acquisition of useful ideas and practices. Likewise, it might be considered appropriate to work on research grants or fellowships during a sabbatical, provided the activity offers experiences consistent with the sabbatical's purpose. The benefit to the University is uppermost in the considerations of the President when making a recommendation to the Board of Trustees that a leave be granted.

Conditions, Compensation, and Benefits

When sabbatical leave is granted, it is expected that the University will benefit; therefore, the faculty member is expected to return to the University for at least two semesters (excluding summer)

following the sabbatical leave. Failure to do so obligates the faculty member to refund the portion of the compensation received from the University while on leave. If a faculty member chooses to refund the University and not return following a sabbatical, insurance benefits will terminate at the end of the contract period—benefits will not extend through summer as normal.

Any faculty member granted sabbatical leave receives one half the annual contractual salary for two semesters of leave or full salary for one semester of leave. The compensation is not delayed salary for services already rendered, but an investment in the future improvement of the University.

If the administration and Board of Trustees approve a sabbatical request but subsequently requests the faculty member to postpone his or her sabbatical leave to work on a University project, time accrued toward the next leave follows the same schedule as if the faculty member had taken the leave when eligible. If a faculty member elects to postpone his or her leave, the accrual of time toward the subsequent leave begins with the return from the current leave.

A faculty member on leave may be eligible for some or all of the group insurance plans in force prior to the leave, subject to the terms and conditions of each insurance contract. Each faculty member has the responsibility to pay his or her portion of the group insurance premiums and to contact the Benefits Department for information regarding eligible benefits and premium payments. Vacation days are not accrued during the time a faculty member is on sabbatical leave. The department chair needs to notify the Human Resources Department prior to the starting date of the faculty member's sabbatical leave.

Sabbatical Criteria

Faculty members must meet all of the following prerequisites before being eligible to apply for sabbatical leave.
1. An individual must serve six academic years (fall and spring semesters) in full-time service as a faculty member at the University to be eligible for sabbatical leave; however, the six years need not be consecutive.
2. A letter of intent to apply must be submitted by March 15 of the academic year prior to application.
3. If a faculty member desires a sabbatical leave, an intent to apply must be listed in the most recently approved Professional Development Plan.

Application Process

The following timeline serves as a guide for the sabbatical application process. Any date that falls on a weekend should be replaced by the date of the following Monday.

March 1	The Vice President for Academic Affairs sends college deans and the director of the Center for Faculty Excellence (and administrative assistant) the list of faculty members eligible for sabbatical.
March 31	The applicant sends a letter of intent to apply for sabbatical leave to the department chair and a copy of the letter to the college dean (and administrative assistant) and to the Director of the Center for Faculty Excellence (and administrative assistant).
April 14	The dean verifies the applicant's eligibility, has an initial consultation with the applicant, and forwards the information to the department chair (and administrative assistant) and to the Director of the Center for Faculty Excellence (and administrative assistant).
April 15-April 30	(1) The Director of the Center for Faculty Excellence offers a required workshop on how to prepare a sabbatical proposal. (2) The applicant attends the required workshop on preparing a sabbatical proposal. The workshop is a required part of the sabbatical application process.

May 1-July 15   (1) The department chair and applicant discuss the sabbatical plans and how the sabbatical might affect the courses and department. Normally, no more than one person from a department or program may be on sabbatical leave at one time.
(2) The department chair submits the following to the college dean (and administrative assistant):
- A request for funding from the University
- A staffing plan outlining how the courses normally taught by the faculty member on sabbatical leave are to be staffed during his or her absence.

(3) The applicant prepares his or her sabbatical proposal with appendices according to the sabbatical guidelines, this handbook, and the workshop instructions.
(4) The applicant submits the sabbatical proposal to the Director of the Center for Faculty Excellence (and administrative assistant), to be reviewed for format.

July 13- 31   The Director of the Center for Faculty Excellence reviews the sabbatical proposal for format and returns it to the applicant for revision, if needed.

August 1-14   The applicant revises the sabbatical proposal according to the advice from the Director of the Center for Faculty Excellence and submits it to his or her immediate supervisor: department chair or college dean and the Director of the Center for Faculty Excellence (and their administrative assistants).

The Center for Faculty Excellence is the repository for all active applications. Sabbatical committees may access applications from the Center for Faculty Excellence.

August 15-31   The department chair reviews the sabbatical proposal, adds comments, and forwards it, along with the staffing plan, to the college dean (and administrative assistant).

October 1-22   The college dean evaluates the sabbatical proposal and the staffing plan, adds comments, and forwards them to the Vice President for Academic Affairs (and administrative assistant).

October 23-31   The Vice President for Academic Affairs evaluates the sabbatical proposal and staffing plan, adds comments, and forwards them to the Provost.

November 1-9   The Provost evaluates the sabbatical proposal and staffing plan, adds comments, and forwards them to the President.

November 10 – Trustees Meeting
The President reviews the sabbatical proposal and staffing plan, adds comments, and forwards them to the Board of Trustees.

November Board of Trustees Meeting
The Board of Trustees makes the final decisions concerning the granting of sabbatical leave and conveys the decision to the Vice President for Academic Affairs, who notifies the college dean.

December 15   The college dean notifies the applicant and the Director of the Center for Faculty Excellence of the Board of Trustees' decision.

Sabbatical leave is granted for the fall and/or spring of the following academic year.

Post-Sabbatical Evaluation

A full written report of activities while on leave, in suitable form for circulation and/or publication, is required at the beginning of the fall semester following the sabbatical. The report is submitted to the chair and college dean, who forward it to the Vice President for Academic Affairs, who in turn forwards it to the Provost, President, and Board of Trustees.

The faculty member should also present an oral report of sabbatical activities to his or her peers through a means that is appropriate to the nature of the sabbatical (e.g., department or college gathering, faculty development luncheon, or roundtable discussion). The faculty member may also choose to publish sabbatical research results in a professional journal or present them at a conference.

2.2.1.2   Vacations and Holidays

Official University holidays are designated by the administration and include New Year's Day, Martin Luther King, Jr. Day, Good Friday, Memorial Day, the Fourth of July, Labor Day, Thanksgiving, the Friday after Thanksgiving, Christmas Eve day, and Christmas.

All faculty members are entitled to official holidays as designated by the University. Vacations for faculty members on nine-month contracts must conform to the University academic calendar, unless otherwise approved by the administration. Vacations for faculty members on twelve-month contracts do not correspond to the academic calendar, but these faculty members are entitled to twenty (20) working days as vacation during the twelve (12) month term of the contract. In order for vacation to be paid, the vacation days must be taken during the twelve (12) month term of the contract. The right to use or be paid for vacation does not extend beyond the twelve (12) month term and any unused vacation cannot be accumulated or carried over to any subsequent term.

2.2.1.3   Personal Leave

Any faculty member who has completed one semester of employment may request a personal leave of absence without pay up to a maximum of three months. A personal leave must be mutually beneficial to the University and the faculty member and may be granted at the discretion of the college dean in consultation with the Vice President for Academic Affairs and the Provost. The college dean, in consultation with the department chair and the Vice President for Academic Affairs and the Provost, may deny or limit personal leave due to business necessity. If the request is granted, the faculty member shall arrange for his or her responsibilities to be met during the absence. In the case of an emergency, the department chair or college dean arranges for the responsibilities to be met.

A faculty member on an approved personal leave of absence does not accrue vacation or personal illness time during the leave and is not compensated for paid holidays occurring during the leave. A faculty member on leave during February must notify in writing the Vice President for Academic Affairs and the Provost of his or her intention for the following year. Failure to file a letter of intent by February 1 shall be interpreted as a wish to sever the relationship with the University.

A faculty member on personal leave and participating in University insurance plans must pay his or her portion of the insurance premium to the University's Benefits Department. This payment assures that the faculty member has continued coverage during the leave of absence. The faculty member is again covered under the University's payroll deduction plan upon return.

2.2.1.4 Professional Leave

Any faculty member who has completed one academic year (fall and spring semesters) of employment may request a professional leave of absence without pay, during which time the faculty member is not under contract. A professional leave must be mutually beneficial to the University and the faculty member, such as returning to school to complete a doctoral degree, extending foreign travel to pursue a scholarly activity, or accepting an unusual teaching assignment of limited duration. Professional leave must be requested in writing from the department chair or college dean and approved by the Vice President for Academic Affairs and the Provost.

The University does not provide faculty benefits for faculty members on professional leave of absence.

A faculty member on leave during February must notify in writing the Vice President for Academic Affairs and the Provost of his or her intention for the following year. Failure to file a letter of intent by February 1 shall be interpreted as a wish to sever the relationship with the University. While there is no guarantee a faculty member will be placed in the position held before the leave, the faculty member will have preferential consideration in the filling of approved faculty positions.

2.2.1.5 Sick Leave

Faculty members accrue one day of sick leave per contract month, with a maximum limit of 20 days. Sick leave is accrued for only the months covered by the contract. It is available for any personal illness or accident making it difficult for the faculty member to perform duties. ORU reserves the right to require acceptable evidence of illness or injury/disability before allowing sick pay benefits.

2.2.1.6 Family and Medical Leave Act

The Family and Medical Leave Act (FMLA) provides eligible employees with job-protected leave for qualifying events or circumstances. Some of those events or circumstances may involve the employee's own health event or circumstance, or may involve the health or military service of the employee's family member.

Leave may be taken in continuous full-time periods or may include a reduced or intermittent schedule when medically necessary or for a qualifying exigency due to a call to active duty. When intermittent or reduced schedule leave is needed to care for an immediate family member or for the employee's own illness and is for planned medical treatment, the employee must consult with the supervisor in order to make a reasonable effort to schedule treatment to avoid unduly disruption to the department's overall operation. Additional details are available in the *ORU Employee Handbook*.

2.2.1.7 Medical Leave (non-FMLA)

A faculty member not yet eligible for medical leave under the Family and Medical Leave Act may apply for a medical leave of absence to allow the faculty member to suspend active, paid employment for an approved length of time in order to recover from a non-work-related illness or disability. More information is in the *ORU Employee Handbook*.

2.2.1.8 Critical Illness Leave

If a full-time faculty member has a member of his or her immediate family (husband, wife, child, mother, father, brother, sister, grandparent, mother-in-law, or father-in-law) listed by the attending institution and/or physician as critically ill or critically injured, then the faculty member may request and be granted a paid leave of absence for up to three days. If the request is granted, the faculty member shall arrange a satisfactory plan for carrying on work during the absence and the length of time he or she expects to be away.

The institution's written verification of critical illness/injury must be submitted to the faculty member's supervisor immediately upon the faculty member's return to work. The faculty member's chair or college dean must submit a copy of the verification to the Payroll Department for the leave to be paid.

2.2.1.9 Funeral Leave

If a faculty member has a death in his or her immediate family (husband, wife, child, mother, father, brother, sister, grandparent, mother-in-law, and father-in-law), then the faculty member may request and be granted a paid leave of absence for up to three days. If the faculty member must travel out of state to attend the funeral, up to five days may be granted. If the request is granted, the faculty member shall arrange a satisfactory plan for carrying on work during the absence.

2.2.1.10 Military Leave

ORU provides military leave of absence for participating in the Reserves and National Guard duty, active duty, and initial active duty for training (special training required for membership in the Reserves and National Guard). Additional details are available in the *ORU Employee Handbook*.

2.2.1.11 Political Leave

A leave of absence for no more than one year may be deemed advisable by the University administration for any faculty member who wishes to engage in direct political activity involving a substantial amount of time (e.g., holding or running for political office). A leave of absence for more than one month automatically disqualifies the faculty member from benefits. Reinstatement to active employment status with ORU upon conclusion of the leave is not guaranteed. If the political activity lasts for more than one year, the faculty member may be requested to resign from his or her position. More information is in the section titled "Political Campaign-Related Activities" later in this chapter.

2.2.1.12 Jury Duty

It is the civic responsibility of all ORU employees to serve as jurors when called. Faculty members who are summoned for jury duty must notify their chairs or college deans immediately. Jobs that are exceptionally vital to ORU's operation may require that the chair or college dean request for the faculty member to be excused from jury duty. However, there is no guarantee that the request will be granted. Additional details are available in the *ORU Employee Handbook*.

2.2.1.13 Voting Time

The University encourages faculty members to register and vote in all local, state, and federal elections. Faculty members should use reasonable discretion in leaving campus to vote so as not to inconvenience students and colleagues.

2.2.2 Academic Advisement

Academic advisement is very important to students, but a common complaint that students nationwide have is the lack of good advisement—primarily in the areas of accessibility, knowledge about programs and opportunities, and advisor attitudes. Although some students may not take responsibility for their own educations or may have unreasonable advisement expectations, advisors need to make sure they are competent and friendly. The following pointers should help faculty members become good advisors:

1. Advisors are guides and good listeners, not dictators nor someone who signs anything the students want. Advisors are mentors, advocates, and confidantes; they should do far more than only meet with advisees during preregistration.
2. Advisors should be familiar with the ORU catalog and be able to find information with relative ease.
3. Advisors should be thoroughly knowledgeable about the programs they work with and familiar with the professions the programs lead to.
4. Advisors should keep adequate records of each advisee's progress, including a file folder for each advisee that contains the student's contact information, updated degree plan sheet, notes from previous advisement sessions, and copies of any signed forms pertaining to the student's academic needs, such as the CGAP and candidacy forms. This information is vital to the advisee, advisor, department chair, and anyone who might advise the student in the future.

5. Advisors need to have at least 7 ½ office hours per week, have the office hours posted, and be available for those office hours.
6. Freshmen, especially first semester freshmen, need special attention during advisement. They are often frustrated because they do not know University policies and procedures, and they often don't even know which questions to ask. The advisement a freshman receives can greatly affect his or her success at the University level.
7. Juniors and seniors need special attention during advisement to ensure that they have met requirements for the chosen majors and minors as well as for general education. Advisors need to make sure that advisees are able to schedule remaining course work by the expected graduation date.

2.2.3   Academic Freedom

In the tradition of institutions of higher education, no principle of corporate life holds a higher place than that encapsulated in the words "academic freedom." This phrase indicates the right of teachers and students to pursue truth without restriction of thought or doctrine. Academic freedom suggests the right of all persons to arrive at beliefs that they defend as truth. In practice, however, academic freedom is exercised within the limits of basic institutional commitments. Oral Roberts University is distinctively Christian; it is an institution that finds its reason for being in the historic Christian faith, an heir to the broad body of theological truth encompassed by the entire Christian faith. ORU affirms a vital concern for the salvation of the world through the life, death, and resurrection of Jesus Christ and through the continuing activity of the Holy Spirit, seeking the truth of Christ in the theological dialogue that surrounds the work of the Holy Spirit in our time. The University is an interdenominational institution, endeavoring to discern in its corporate life and teaching that which unites us all. Thus, the spirit in which ORU seeks truth is, in the words of John Wesley, "Unity in the essentials, diversity in non-essentials, and love in all things."

Oral Roberts University is philosophically committed to the promotion of human excellence—spiritually, intellectually, physically, and socially—in a Christian environment. This concept is far from new. What is unusual about the concept as implemented at Oral Roberts University, however, is its balance and integration into the curriculum. The achievement of wholeness and integration is sought; mere juxtaposition of parts is not sufficient. The University acknowledges the Triune God: the Creator Father, the Lordship of His Son, and the guidance of the Holy Spirit. The charismatic (gifts of the Spirit) dimension is actively and clearly affirmed.

Recognizing that Jesus Christ Himself is the Truth, the University holds that freedom in a search for truth and its exposition are fundamental. Academic freedom allows faculty members to fairly present major scholarly and theological positions. While academic freedom demands a fair hearing of all positions, some are not necessarily consistent with the University's mission. It is, however, beneficial for students to consider controversial issues in an environment of faith rather than to encounter them in an environment of doubt. Faculty members may present non-Christian ideas, practices, and worldviews with the understanding that they do so to present information, prepare students, and provoke thought and discussion, and without the assumption that the faculty members advocate those ideas, practices, and worldviews. Teachers shall have freedom in the classroom and through publications to discuss their subjects of expertise without harassment. Teachers shall be free to express and act upon their conscientious convictions as individual citizens, but must realize that there is always a tacit representation of the institution in whatever is said or done.

All faculty members should fully realize that they are members of their chosen faith community and of this institution, as well as of the learned profession, and, therefore, have special obligations. In a Christian university, the exercise of academic liberty involves responsibility to the Church, the philosophy of the institution, and the academic community at large. Faculty members acknowledge that their profession and institution may be judged by what they say and write. Therefore, they should at all times be accurate, exercise appropriate restraint, and show respect for the opinions of others, all within the framework of a dynamic Christ-centered worldview. Personal integrity would dictate that divergence from the Founding Vision and/or basic philosophy of Oral Roberts University would lead the individual voluntarily to sever his or her relationship with the University.

Any faculty member who feels that academic freedom is being abridged may appeal through the grievance procedures stated in the section titled "Grievance and Conflict Resolution Procedure" in this chapter.

2.2.4   Administrative Excuses

Some courses (e.g., choir, speech) and University activities (e.g., conferences, competitions) require students to miss classes. Faculty members who teach such courses or direct such activities need to get approval from the Vice President for Academic Affairs (via their chairs and college deans) for administrative excuses for the students and then provide to all professors affected a memo stating the date, time, and list of students involved. Social Security numbers and student identification numbers must not be included on these lists.

Students absent from a class or laboratory period at the request of the University are given an administratively excused absence by the Vice President for Academic Affairs. This excuse grants the students the privilege of making up assignments, tests, or other work missed because of the absences without unreasonable limitations or penalties. The only absences that are administratively excused are those for official University business. All other absences, including funeral leave or student illness, are between the students and professors.

2.2.5   Benefits

2.2.5.1   Tuition Assistance for Family Members

The University provides three tuition benefit programs for eligible employees as described in the section "Tuition Benefit Programs at ORU" earlier in this chapter. In addition to providing a benefit for eligible employees, the Undergraduate Qualified Tuition Reduction Program is available to their spouses and eligible dependents. Details concerning the Undergraduate Qualified Tuition Reduction Program are available in the *ORU Employee Handbook*.

2.2.5.2   Employee Benefit Programs

The employee benefit programs available to eligible faculty members of Oral Roberts University are briefly described in this handbook. Full-time faculty members at Oral Roberts University can be eligible for these programs, and part-time regular faculty members can be eligible for some of the programs, subject to the terms of the governing documents for each program.

This handbook does not contain every detail of the employee benefit programs or all of their specific terms. No person will gain any new rights under a program because of a misstatement in or omission from this handbook or by operation of the program.

The University may amend or terminate one or more of the employee benefit programs at any time. If a program is amended or terminated, benefits may be different from those summarized or may end completely.

For information regarding the detailed terms and conditions of the employee benefits programs described here and related forms, faculty members should contact the Benefit Department at 495-7561. Information is also available on the ORU website.

Oral Roberts University currently offers the following employee benefit programs to eligible faculty members. Most programs require the eligible faculty members to complete enrollment forms and contribute to the cost of the benefit programs.

- Pre-tax premium program
- Medical insurance
- Dental insurance
- Flexible spending account (Health care reimbursement account)
- Dependent care reimbursement account
- Basic life and accidental death and dismemberment insurance (AD&D)
- Voluntary life insurance and AD&D insurance

- Short term disability insurance
- Long term disability insurance
- Retirement savings program

Oral Roberts University currently provides long term disability, basic life, and accidental death and dismemberment insurance at no cost to eligible faculty members.

Limited benefits, subject to the terms of the governing documents for each program, may be available for adjunct or seasonal faculty members. Limited benefits may include the retirement savings program, the education benefit programs, and free parking. Adjunct or seasonal faculty members, with a valid ORU I.D., may also have access to basketball and baseball athletic events, the Aerobic Center, and the ORU Library.

2.2.5.3   Employee Assistance Plan

When personal problems become overwhelming, professional assistance is needed. It is available to full-time and part-time faculty members through the Employee Assistance Program (EAP). EAP provides confidential assessment and referral for the faculty member and his or her family—whether the problem is marital, financial, legal, emotional, alcohol-related, drug-related, or related to something else. Those who believe they need help, want information, or desire to talk to a counselor should contact the EAP in Tulsa at (918) 594-5232 or toll-free at (800) 221-3976.

2.2.5.4   Workers' Compensation

Faculty members are covered by Workers' Compensation Insurance which provides coverage for on-the-job injuries. Faculty members must report any injuries resulting from University work to their chairs or deans immediately and inform the Risk Management Department so the proper documentation can be completed and the claim processed quickly. More information including a link to the Employee Report of On the Job Injury form is available on the ORU Benefits Workers' Compensation webpage.

2.2.6   Confidentiality of Information

Oral Roberts University values the confidential nature of many of its records and has policies in place to protect that confidentiality.

2.2.6.1   Privacy and Release of Student Information Policy

By law, students are entitled to privacy regarding their records. The Family Educational Rights and Privacy Act of 1974 (FERPA), as amended and available in the *ORU Employee Handbook*, sets forth requirements designed to protect the privacy of student education records. The law governs access to records maintained by educational institutions and the release of information from those records. All employees of Oral Roberts University or any of its affiliates are required to abide by the policies governing review and release of student education records. Each employee holds a position of trust and must recognize the responsibility entrusted to him or her in preserving the security and confidentiality of student information. To help maintain student privacy, ORU issues Z-numbers for I.D. instead of using Social Security numbers. Faculty members must refrain from the following actions and immediately report any violations to their department chairs:

1. Making or permitting unauthorized use of any information.
2. Seeking personal benefit or permitting others to benefit personally by any confidential information that has been obtained by virtue of a work assignment and in accordance with University and department policies.
3. Exhibiting or divulging the contents of any record or report to any person, except in the conduct of his or her work assignment in accordance with University and department policies.
4. Posting of grades by I.D. number, Social Security Number, Z-number, or any other means that could possibly identify students.

5. Knowingly including or causing to be included in any record or report a false, inaccurate, or misleading entry.
6. Removing any official record (or copy) or report from the office where it is kept, except in the performance of his or her duties.
7. Aiding, abetting, or acting in conspiracy with another to violate any part of this policy.

The Family Educational Rights and Privacy Act affords students certain rights with respect to their education records. These rights are as follows:
1. The right to inspect, review, and obtain copies of certain education records within 45 days of the day the University receives a request for access.
2. The right to request, according to established guidelines, the amendment of education records believed to be inaccurate or misleading.
3. The right for currently enrolled students to withhold information contained in the education records, except to the extent that FERPA authorizes disclosure without consent.
4. The right to file a complaint with the U.S. Department of Education concerning alleged failures of the University to comply with the requirements of FERPA.

ORU designates the following categories of student information as public or "directory information." Under FERPA, such information may be disclosed by the institution for any purpose at its discretion. ORU per policy does not disclose name, address, telephone number, date/place of birth, email address or student identification number. Under no circumstances should a faculty member give student records information to any person, other than the student, who has not been authorized to receive such information. Although directory information may be released without prior consent, any request for this type of information should be referred to the Office of the Registrar. The categories are as follows:
1. Name, address, telephone number, dates of attendance, classification.
2. Institution(s) attended, major field of study, awards, honors (including Dean's List), degree(s) conferred (including dates).
3. Past and present participation in officially recognized sports and activities, physical factors (height, weight) of athletes, date and place of birth.
4. Grade and progress reports to parents or guardians of undergraduate students who are of dependent status. Faculty members who are asked for grade information should refer parents/guardians to the Registrar's Office unless the faculty member has received written permission from the student to give grade information to the parent/guardian. Grade reports to others are prohibited.

Undergraduate students declare dependent or independent status as part of the registration process. Dependent or independent status is based on whether or not the student was claimed on the parents' most recent IRS Tax Form. ORU reserves the right to amend dependent/independent information that is deemed inaccurate. A parent may obtain non-directory information (grades, GPA, etc.) only at the discretion of the institution and after it has been determined that the child is legally his or her dependent. Dependent status can be established via the submission of a certified copy of the parents' most recent Federal Income Tax Form unless there is a court order, state statute, or other legally binding document prohibiting such. A parent also may obtain non-directory information by obtaining a signed consent from his or her child.

No present or former Oral Roberts University employee shall disclose or use, without an appropriate authorization, any information acquired by him or her in the course of his or her official duties. Potential sanctions for non-compliance with FERPA may include legal actions and cessation of federal funding. Inappropriate disclosure of a student's education record is grounds for disciplinary action up to and including dismissal. Faculty members should refer FERPA policy questions to their department chairs, college deans, or the Registrar's Office.

2.2.6.2   Confidentiality and Proprietary Policy

Through the employment relationship with ORU and/or any affiliated entities, one may have access to certain information that is of special and unique nature and value to ORU. The policy concerning the use of this information is available in the *ORU Employee Handbook*.

2.2.7   Copyright Compliance

Oral Roberts University recognizes that a part of its academic mission is to encourage the production of creative works of literature, art, instructional material, etc., on the part of its faculty. Creative works may result entirely from the volition and personal time of a faculty member, may be entirely the result of a faculty member's performance of duties for the University, or may be a combination of these two. It is, therefore, important that the terms and conditions under which copyrights of creative works are owned and licensed for the mutual benefit of the University and its faculty members be set forth.

The University recognizes the interests of its faculty members, sponsors, and other cooperating or participating agencies. Furthermore, it recognizes that creative works may arise as the result of the efforts of its faculty members and that rights to such creative works may be vested in the faculty members, the University, sponsors, other cooperating or participating agencies, or jointly in any of these entities. It is the policy of the University to equitably protect the rights of the University, its employees, sponsors, or other cooperating or participating agencies as set forth in Appendix E.

2.2.8   Discrimination Policy

Oral Roberts University is committed to providing an environment in which its employees and its student body are treated with courtesy, respect, and dignity. ORU strictly prohibits any form of discrimination of another employee or student based on his or her race, color, gender, religion, age, national origin, disability, or veteran status More information on the definition of harassment and a reporting procedure are available in the *ORU Employee Handbook*.

Faculty tenure, promotion, academic freedom, and any other academic complaints should follow the procedures outlined in the section titled "Grievance and Conflict Resolution Procedure" in this handbook.

2.2.9   Dismissal

A faculty member may be dismissed from employment for failing to perform the contract of employment or on any of the following grounds:
1. Failure to maintain a high degree of competence. Competence is demonstrated by classroom performance, teaching ability, scholarly research, and writing.
2. Failure to perform reasonable faculty duties as assigned, including participation in professional activities, in a highly competent manner.
3. Intransigent actions or expressions in opposition to, or inconsistent with, the religious mission of the University, including failure to abide by the ORU lifestyle as defined in the Honor Code Pledge, this handbook, the *ORU Employee Handbook*, or statements adopted by the Board of Trustees or articulated by the University administration.
4. Misconduct involving moral turpitude or the commission of a state or federal felony. Reference the appropriate section in the *ORU Employee Handbook*; Section II-D may directly apply.
5. Failure to conform to or comply with administrative policies as defined in this handbook, the *ORU Employee Handbook*, or in the particular department or college of the faculty member.

Dismissal of a faculty member before his or her contract expiration shall be by action of the President upon recommendation of the Provost and the Vice President for Academic Affairs. In the event of any such dismissal, the faculty member shall be apprised of the grounds for dismissal by letter. Any faculty member electing to appeal the action may institute the Grievance and Conflict Resolution Procedure found in this handbook.

2.2.10 Disruptive Behavior and Red Flag system

Disruptive behavior describes behavior that persistently interferes with academic and administrative activities on campus and that makes inordinate and inappropriate demands from students for the time and attention of faculty and staff.

2.2.10.1 Strategies to Prevent and Respond to Disruptive Behavior

(adapted from ASJA Law and Policy Report by Gary Pavela)

1. Faculty members need to clarify standards for the conduct of the class.
2. Faculty members need to serve as role models for the conduct they expect from their students.
3. Faculty members need to recognize the difference between disruption and academic freedom.
4. If a faculty member believes inappropriate behavior is occurring, he or she should consider a general word of caution, rather than warning a particular student.
5. If the behavior is irritating, but not disruptive, the faculty member should try speaking with the student after class. Most students are unaware of distracting habits or mannerisms and have no intent to be offensive or disruptive.
6. There may be rare circumstances when it is necessary to speak to a student during class about his or her behavior. The faculty member should do so in a firm and friendly manner, indicating that further discussion can occur after class.
7. A student who persists in disrupting a class may be directed by the faculty member to leave the classroom for the remainder of the class period.
8. The student should be told the reason(s) for such action and given an opportunity to discuss the matter with the faculty member as soon as practicable. Also prompt consultation should be undertaken with the department chair and the Deans of Students.
9. If a student comes to a faculty member at any time with information that leads the faculty member to believe that the student is a threat to anyone, including him or herself, the faculty member needs to contact Student Counseling Services, Student Affairs, or Security immediately.
10. If a disruption is serious and other reasonable measures have failed, the class should be adjourned and Campus Security summoned.

2.2.10.2 Red Flag Behavior Reporting System

Red Flag gives the ORU community an easy-to-use, web-based solution for reporting behavior that causes others to be concerned for the health, safety, or welfare of an individual or his or her University property.

Information to be reported on the Red Flag System includes personal accounts of observations, communications, or other relevant information. Examples include the following:

- Questionable or suspicious acts or behavior.
- Information or incidents that could cause harm.
- Information regarding illegal actions, assaults, and/or drug or alcohol use.
- Expressions by others of threats, violence, feelings of suicide, depression, reduction of self worth, and/or uselessness.

The reporting system requires that people using it identify themselves, but to the extent possible, the reporter's identity is kept confidential. If further information is needed, the reporter will be contacted by email. The reporter can log into the Red Flag Reporting System to see the status of reported concern, but, due to confidentiality concerns, specifics about the resolution cannot be given.

The Red Flag System is not a real-time response system, so in matters that require an immediate response (e.g., police, ambulance, fire, security), 911 or the Public Safety and Security Office (495-7750) should be called.

2.2.11   Dress Guidelines

Professional discretion and modesty is to be exercised in dress. Clothing and grooming should be appropriate for the particular work environment. Safety precautions should receive primary consideration. The overall effect is more important than specific adherence to a set of dress rules.

2.2.11.1   Faculty

The following guidelines are based on specific recommendations from the ORU faculty members regarding appropriate dress. These are intended to be used as guidelines; however, each specific work environment dictates the appropriate attire. During unusual inclement weather, such as snow and ice, dress exceptions in footwear and attire may be appropriate.

Faculty need to dress professionally and observe the faculty dress code guidelines as follows:

1. Men may wear suits or slacks (not jeans) and turtleneck or collared shirts; ties are optional. Loafers, dress shoes, or dress boots are acceptable, but flip-flops are not; socks are required. Neatly trimmed moustaches and beards are permissible; hair needs to be neatly trimmed above the collar with at least half of the ear showing.
2. Women may wear dresses, skirts, blouses, dress slacks, or cropped pants (no more than 4 inches above the ankle), but not gauchos, shorts, halter tops, or halter dresses. Dresses/tops with straps must be covered by a blouse or jacket, and midriffs need to be covered while sitting, standing, or reaching. Low-cut clothing or excessive slits are not acceptable.
3. Jeans, shorts, t-shirts, beachwear, gym wear, sweatpants or sweatshirts, sheer or form-fitting attire, hats, athletic jerseys or shoes, and flip-flops are not permissible for faculty members.
4. Jewelry should be appropriate and in keeping with a professional image. Plugs and body piercing are not appropriate, but women may have modest ear piercing. Tattoos must be covered.

2.2.11.2   Students

Students are expected to demonstrate by their dress and appearance a mature Christian attitude and the ability to discern propriety. A student's sense of fashion should be guided by good grooming and a sense of modesty. Mature discretion should be exercised in the selection of a wardrobe. ORU has an on-campus dress code that is a standard of excellence representing an important part of the ORU lifestyle. In determining what should be worn, students should consider the following:

1. Modesty
2. Appropriateness to the activity
3. Sensitivity and consideration of others

Regular attire regulations should be observed in all classes and chapel services, and should also be observed by anyone entering the Graduate Center (GC) and Learning Resource Center (LRC) until 4:00 p.m., Monday through Friday. The dress code in these buildings after 4:00 p.m. on Monday through Friday as well as on weekends is casual though shorts are not acceptable. The dress code for the cafeteria and the Armand Hammer Alumni-Student Center is casual.

Men
Regular Attire

Men wear collared shirts (including knit shirts and turtlenecks) and dress, corduroy, neat jeans, or khaki pants. Sweaters and sweatshirts may be worn. Dress and casual shoes, including athletic shoes and flip flops are appropriate. Fatigues, tattered or torn jeans, and jogging pants are not acceptable. Shorts are not acceptable in class. Makeup (fingernail polish, eye shadow, lipstick, etc.) is not acceptable for male students.

Casual Attire

Casual attire may be worn in the cafeteria and in the Armand Hammer Alumni-Student Center. Casual attire may also be worn in the Learning Resources Center and Graduate Center after 4:00 p.m. and all day Saturday and Sunday except during regularly scheduled classes and laboratories. Shorts are permitted only in the cafeteria. Shirts must be worn in the Aerobics Center. This attire is also suitable for the first-floor lounges of the residence halls, recreation lounges in the residence halls and the Hamill Student Center. Pajamas are not to be worn down to the first floor lobby areas or in the Quad Towers Lobby Area ("Fishbowl"). Tank shirts must never be worn in the cafeteria, Learning Resources Center, Graduate Center, or Christ's Chapel. Sunbathing may be done in the designated areas only, which are the hill to the north of Quad Towers and near Gabrielle Hall. T-shirts must be worn to and from the sunbathing areas. Bathing suits are not acceptable attire for sunbathing.

Any questionable attire may be called to the attention of the wearer and referred to the Dean of Men or his staff for evaluation. Matters in question are reviewed by the Dean of Men.

Women
Regular Attire

Women may wear dresses, skirts, slacks (including khakis, gauchos, and corduroy), Capri pants, or neat jeans. All pants should be mid-calf or longer. Shorts are not permitted in class. Skirt and dress lengths must not be shorter than four inches above the middle of the knee, including the slit in the dress or skirt. Knit shirts, blouses or nonathletic shirts must be modest and in good taste, not revealing or sheer. All straps, whether on a dress or shirt, must be at least one inch wide. Spaghetti straps, strapless and off the shoulder dresses are permitted with formal gowns to be worn at formal dress occasions. Formal gowns must be modest and in good taste, the back no lower than mid-back and the length no shorter than 4 inches above the knee including any slits. Dress and casual shoes including athletic shoes and flip flops are appropriate.

Winters in Tulsa are marked by cold and windy days with snow and general dampness. Women are advised to use warm winter coats, boots for cold and wet weather, gloves, and scarves, as needed.

Casual Attire

Casual attire may be worn in the cafeteria and in the Armand Hammer Alumni-Student Center. Casual attire may also be worn in the Learning Resources Center and Graduate Center after 4:00 p.m. and all day Saturday and Sunday except during regularly scheduled classes and laboratories. Shorts are permitted only in the cafeteria. Modest t-shirts are also permitted. This attire is acceptable for the first-floor lounges of the residence halls, recreation lounges in the residential halls, and Hamill Student Center.

Sunbathing may be done in the designated areas only, which are the grassy areas between Ellis Melvin Roberts (EMR) and Michael Cardone Halls, the area near Gabrielle Hall, and the hill just north of Quad Towers. Shorts and t-shirts are acceptable for sunbathing. Bathing suits, sports bras, body suits, etc. are not acceptable for sunbathing.

Any questionable attire may be called to the attention of the wearer and referred to the Dean of Women or her staff for approval. Matters in question are reviewed by the Dean of Women.

2.2.12   Drug and Alcohol Policy

Every employee at Oral Roberts University is important to the University and its mission of sharing the Good News of Jesus Christ and bringing wholeness to a hurting world. Every employee of Oral Roberts University is an important role model to students and is integral to fulfilling the University's Christian mission. As a result of the Christian mission, it is required as a condition of employment that each person sign and abide by the Code of Honor Pledge. Among other things, those who sign the pledge are agreeing to abstain from alcohol and all illegal drugs. The origin for this corporate policy comes from the scriptural emphasis that the Spirit of God dwells in us. As a

result, our bodies, which are the temples of God, are holy. More information on this policy, including the use of prescription drugs, is available in the *ORU Employee Handbook*.

2.2.13   Equal Employment

ORU is committed to the teachings of Jesus Christ and is dedicated to a policy of equal employment for all persons regardless of race, color, national origin, sex, age, disability, or status as a veteran. Oral Roberts University shall recruit, hire, upgrade, and promote in all job titles without regard to race, color, sex, national origin, age, disability, or status as a veteran. Additional information concerning this policy is available in the *ORU Employee Handbook*.

2.2.14   Extra Employment and Obligations

Faculty members shall not engage in activities during the period of their contracts that may prevent them from fulfilling their full professional responsibilities to the University or that in any way represent a conflict of interest with the goals of the University. Faculty members should not accept outside employment, positions, or responsibilities related to business, religious, governmental, educational, or corporate entities. Exceptions to this policy require annual prior and written approval of the appropriate college dean and the VPAA. Specifically excluded from the foregoing stipulations are the occasional consulting, speaking engagements, and church-related activities typical of Oral Roberts University faculty members.

2.2.15   Fair Use Guidelines

Faculty members using materials, whether written or in electronic form, must comply with copyright laws. Using copyrighted materials for educational purposes does not automatically qualify it as fair use. Faculty members need to apply for copyright permission whether the materials are to be used in class or put on reserve in the library. The following section provides the guidelines for limited use of copyrighted materials when there is not enough time to receive permission for using copyrighted materials.

The following information in this fair use section presents guidelines for classroom copying in not-for-profit educational institutions with respect to books and periodicals. This information comes from http://www.nacs.org/toolsresources/cmip/copyright/primer.aspx, National Association of College Stores, Inc., and the Association of American Publishers. It has been reformatted to conform to the style of this handbook.

Multiple copies (not to exceed in any event more than one copy per pupil in a course) may be made by or for the teacher giving the course for classroom use or discussion, provided that (1) the copying meets the tests of brevity and spontaneity as defined below in the section "Definitions," (2) the copying meets the cumulative effect test as defined below in the section "Definitions," and (3) each copy includes a notice of copyright.

2.2.15.1   Definitions
Brevity
1. Poetry
   a. A complete poem if fewer than 250 words and printed on not more than two pages.
   b. An excerpt of not more than 250 words from a longer poem.
   (Each of the numerical limits may be expanded to permit the completion of an unfinished line of a poem.).
2. Prose
   a. A complete article, story, or essay if fewer than 2,500 words.
   b. An excerpt from any prose work of not more than 1,000 words or 10% of the work, whichever is less, but in any event, a minimum of 500 words.
   (Each of the numerical limits may be expanded to permit the completion of an unfinished line in a prose paragraph.)

3. Illustration—One chart, graph, diagram, drawing, cartoon, or picture per book or per periodical issue.
4. Special works—Certain works in poetry, prose, or in "poetic prose," which often combine language with illustrations, fall short of 2,500 words in their entirety. Such special works may not be reproduced in their entirety; however, an excerpt comprising not more than two of the published pages of a special work and containing not more than 10% of the words found in the text thereof may be reproduced.

Spontaneity
1. The copying is at the instance and inspiration of the individual teacher, and
2. The inspiration and decision to use the work and the moment of its use for maximum teaching effectiveness are so close in time that it would be unreasonable to expect a timely reply to a request for permission.

Cumulative Effect
The copying of the materials is for only one course in the college in which the copies are made. Not more than one short poem, article, story, or essay or two excerpts may be copied from the same author, nor more than three from the same collective work or periodical volume during one class term. There shall not be more than nine instances of such multiple copying for one course during one class term. These limitations shall not apply to current news periodicals, newspapers, and current news sections of other periodicals.

2.2.15.2   Prohibitions
Notwithstanding any of the preceding, the following shall be prohibited:
1. Copying shall not be used to create, replace, or substitute for anthologies, compilations, or collective works. Such replacement or substitution may occur whether copies of various works or excerpts are accumulated or are reproduced and used separately.
2. There shall be no copying of or from works intended to be "consumable" in the course of study or teaching. These include workbooks, exercises, standardized tests, test booklets, answer sheets, and like consumable material.
3. Copying shall not (a) substitute for the purchase of books, publisher's reprints, or periodicals; (b) be directed by higher authority; or (c) be repeated with respect to the same item by the same teacher from term to term.
4. No charge shall be made to the student beyond the actual cost of the photocopying.

2.2.16   Grievance and Conflict Resolution Procedure
The purpose of this procedure is to provide an avenue of discussion for faculty and administration for the resolution of differences through a reasonable and fair review process. In accordance with the Biblical injunction (Matthew 18:15) there should be an attempt at first to resolve a grievance informally with the person or office with whom the grievant has a complaint. Grievances should be resolved at the lowest level and as most timely as possible.

2.2.16.1   Definitions for Grievance and Conflict Resolution Procedure
1. Grievance: A complaint against a decision or action by any office, department, committee, or individual alleging violation, misapplication, or misinterpretation of policies or procedures presented in the *Faculty and Administration Handbook* with respect to contract, salary, fringe benefits, workload, working conditions, promotion in rank, advancement within rank, tenure, termination, dismissal, discipline, or other employment-related matters. The grievance must involve an action whereby the individual filing the complaint will benefit or lose by the decision and by the resolution of the matter.
2. Grievant: The person who alleges that a grievance exists.

3. Respondent: The person(s) to whom the grievant is directing the complaint. This person normally will be the administrator to whom the grievant is directly accountable. It should be noted that the respondent may or may not be the person with whom the grievant has a complaint.

2.2.16.2 Grievance and Conflict Resolution Procedure Steps

The following steps shall be taken in the order listed. At any point along the way the grievance may be resolved, and further steps will be unnecessary.

Informal Level

1. Whenever possible, the grievant attempts to resolve the grievance directly with the person with whom he or she has the grievance.
2. The grievant meets with the respondent, if different than the person mentioned in (1), in an attempt to resolve the grievance.
3. The grievant meets with the respondent and dean of the appropriate college. (This step is taken only if the respondent and dean are different people.)

Formal Level

If the grievance is not resolved at the informal level, the grievant shall produce a written complaint of the grievance. The complaint shall report the specific facts and issues involved in the grievance, the efforts made to resolve the grievance informally, and what resolution is being requested. If the grievant is a faculty member, the complaint should be submitted to the appropriate dean. Should the dean have been the original person with whom the grievant had the grievance, the complaint should be submitted directly to the Vice President for Academic Affairs, followed by step 3 below. When the grievant is in administration, the complaint should be submitted to an immediate supervisor, followed by step 6 below.

1. The dean reviews and renders a decision concerning the grievance which has been submitted in writing by the grievant. The dean's decision is communicated in writing to the grievant within twenty-one (21) days of receiving the grievant's complaint in writing. Should the grievant not agree with the decision, he or she has twenty-one (21) days to file an appeal of the dean's decision to either the appropriate college grievance committee (step 2) or directly to the Vice President for Academic Affairs (step 3) as desired.
2. If a grievant appeals in writing to an appropriate college grievance committee then within twenty-one (21) days after receiving the appeal the Faculty Grievance Committee must (a) afford the faculty member a hearing, (b) submit a report of its investigation and its recommendation to the Vice President for Academic Affairs, and (c) furnish a copy of this report to the faculty member.
3. Upon receiving either a written complaint from the grievant or a report from a college grievance committee, the Vice President for Academic Affairs, within twenty-one (21) days, informs the grievant in writing of a decision in the matter.
4. If the grievant does not agree with the decision of the Vice President for Academic Affairs, the grievant may request in writing to the Vice President for Academic Affairs within seven (7) days to either (a) have a faculty advocate and a hearing by a University grievance committee or (b) appeal directly to the Provost. A hearing by a University grievance committee may not be requested if the grievance has already been addressed by a college grievance committee.
5. If requested, the faculty advocate, who must be a tenured faculty member, may be of the grievant's own choosing. The primary purpose of the faculty advocate is to represent the grievant to the administration and more particularly to the University grievance committee. After receiving a written request, the Vice President for Academic Affairs in consultation with the grievant and respondent has ten (10) days in which to form a University grievance

committee. The University grievance committee shall consist of five tenured faculty members. They shall be chosen as follows:

  i.   two (2) of the grievant's choosing
  ii.   two (2) of the respondent's choosing
  iii. one chosen by the four (4) members selected in (i) and (ii).

The Vice President for Academic Affairs, in establishing the committee, shall arrange for the five members to select one of themselves to be the chair of the committee. The faculty advocate who may not be a member of the committee should not be involved in the meetings of the committee except when invited to be present to represent the grievant to the committee. The grievance committee has thirty-five (35) days to study the grievance (gather facts, hear the grievant, faculty advocate, respondent, dean, appropriate committees, etc.) and make a written recommendation to the Provost.

6. Within 21 days of receiving a written complaint, appeal, or recommendation from a University grievance committee, the Provost or supervisor shall (a) afford the faculty advocate or grievant a hearing, (b) make a decision, and (c) furnish a copy of the decision to the grievant. If the grievant does not agree with the decision of the Provost or supervisor, the grievant may appeal in writing to the President within seven (7) days.

7. Within 21 days of receiving a written appeal, the President shall (a) afford the grievant a hearing, (b) make a decision, and (c) furnish a copy of the decision to the grievant, and the appropriate Vice Presidents and/or the Provost. If no appeal is requested, the President's decision shall stand.

8. If the grievant elects to appeal the decision of the President, the grievant may request a hearing before the Board of Trustees at the next regularly scheduled meeting of the Trustees. This request must be submitted in writing to the chair of the Board of Trustees within seven (7) days after receipt of the decision of the President. The decision of the Board of Trustees is final, and the decision of the Trustees is to be given in writing to the grievant.

2.2.17   Handbook Policy Revision Procedure

The policies and procedures set forth in the *Faculty and Administration Handbook* are subject to change from time to time at the discretion of the Board of Trustees. Changes may be made to this handbook by the Board of Trustees who may consult with the Faculty Senate and/or the Office of the President. Changes may also be recommended by the Faculty Senate and the Office of the President with the approval of the Board of Trustees.

2.2.18   Harassment

Each member of the Oral Roberts University community has the responsibility to treat colleagues and coworkers considerately and fairly. ORU strictly prohibits any form of sexual or any other types of harassment. Prohibited harassment includes conduct that interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment. More information on the definition of harassment and a reporting procedure are available in the *ORU Employee Handbook*.

2.2.19   HIV/AIDS

Recognizing its responsibility to the students and staff of Oral Roberts University and the community, the Board of Trustees has adopted a policy on Acquired Immunodeficiency Syndrome (AIDS). This policy—based upon the best medical information presently available and on statements and/or guidelines of the United States Public Health Service, the Centers for Disease Control, and the American College Health Association—is located in the *ORU Employee Handbook*.

2.2.20   Honorary Degrees (updated 04/19/12)

Oral Roberts University confers honorary degrees to selected individuals who actively demonstrate the vision of the University by hearing God's voice and then serving the world through

the power of the Holy Spirit with extraordinary accomplishment, distinguished service, and significant contribution to the University, society, and/or the world.

2.2.20.1 Purpose of the Honorary Degree

The honorary degree recognizes individuals whose personal qualities and values are consistent with those endorsed by the University and demonstrate whole person characteristics worthy of respect and emulation.

Candidates recognized with an honorary degree from the University satisfy several of the following criteria:

1. Have distinguished themselves through extraordinary performance in scholarship, faith, physical, and/or social achievements, which may or may not be publically recognized.
2. Have made outstanding contributions to the welfare and development of ORU or the communities of which they are a part.
3. Have a reputation for integrity and excellence as demonstrated through exemplary leadership in their spheres of influence.
4. Exemplify and advance the mission of the University by demonstrating whole person qualities that honor the Lord Jesus Christ by promoting community healing through the power of the Holy Spirit.

2.2.20.2 Confidential Nominations

Any member of the ORU faculty, staff, student body, alumni, or Board of Trustees may nominate a potential candidate. Under no circumstances should the nominee be informed that his or her name has been put forward. Not all excellent candidates can be recognized, and knowledge of a failed nomination can be embarrassing and harmful. **Further, the nominator should not solicit letters of support on behalf of the nominee**. Nominations should identify persons with distinguished accomplishments from diverse backgrounds whose works reflect the effective implementation of the University outcomes in a practical life of ministry and professionalism.

The following questions should be answered in a one-page nomination summary statement.

- What are some examples of specific achievements that highlight the nominee's qualifications for the honorary degree?
- What is original about the nominee's "life message"?
- Of all possible contributors to a specified field of endeavor, why is this nominee of exceptional merit?
- How does the nominee reflect the mission of ORU?

2.2.20.3 Honorary Degree Selection Committee

The Honorary Degree Selection Committee meets as needed to review all nominations and shall be comprised of individuals (or representatives) serving the University in the following areas.

Board of Trustees
  Three members of the Board of Trustees, including a member from the Academic Affairs
  Committee
Office of the President
  Provost, Vice President of Academic Affairs, Vice President for Student Life
University Faculty
  Faculty Senate President and two college deans selected by the Deans Council

The Board of Trustees representative from the Academic Affairs Committee shall serve as the Committee Chair.

The committee may recommend any of the following honorary degrees be conferred:

- Doctor of Divinity (D.D.)—for distinguished service in spiritual leadership
- Doctor of Humane Letters (L.H.D.)—for demonstrated excellence in the humanities
- Doctor of Laws (LL.D.)—for distinguished general service to learning and to humankind
- Doctor of Letters (Litt.D.)—for scholarly work of a restricted nature
- Doctor of Science (Sc.D.)—for distinguished contributions and performed services in the sciences

2.2.20.4   Honorary Degree Selection Procedure

Following receipt of nominations for honorary degrees, the following process identifies candidates for honor.

1. The Honorary Degree Selection Committee reviews nominations and identifies a nominee of outstanding distinction and accomplishment for recommendation to the Faculty Senate.

    Usually only one candidate per academic year should be recommended to receive an honorary award, but on occasion, additional candidates may be recommended when useful to promote specific University ideals.

2. The Faculty Senate votes to recommend or not recommend the candidate to the Office of the President.
3. The Office of the President forwards a recommendation for awarding a specific honorary degree to the Academic Affairs Committee of the Board of Trustees, who forwards the acceptable candidate to the full Board of Trustees.
4. The Board of Trustees shall vote to approve or not to approve the individual for conferral of an honorary degree.
5. The President communicates with the potential recipient providing an opportunity for the individual to accept or decline the offer of an honorary degree.
6. The chair of the Board of Trustees, the President, and the Provost (or their designees) shall participate in the conferral of the honorary degree at the following graduation ceremony.

2.2.20   Indebtedness to the University

If a faculty member should become financially indebted to the University, the faculty member agrees that the debt may be deducted from any wages and/or final vacation pay payable to the faculty member.

2.2.21   Invitations to Campus-Wide Lecturers

Oral Roberts University encourages faculty members to invite outside speakers onto campus to address students and faculty in open meetings—extending learning beyond the classroom and promoting diversity of thought and inquiry. Prior to sending an invitation to any outside speaker, faculty members should obtain approval from either the Vice President for Academic Affairs or the Provost. Approval is not required when inviting outside speakers to address regularly scheduled classes but is recommended as knowledge of the invitation may promote additional beneficial opportunities for the University.

2.2.22   Letters of Recommendation

Faculty members are often asked to recommend coworkers and/or students for positions in education, graduate schools, business, industry, and other organizations. When writing recommendations, faculty members should not exaggerate or understate accomplishments and/or characteristics, hence minimizing legal exposure.

Employees—Requests for work-related references and verifications of employment need to be forwarded to the Human Resources Department. Personal recommendations for coworkers or former coworkers should be written on personal stationery, not University letterhead.

Students—University letterhead may be used for professional recommendations of students only when they are considering initial employment or continuing education, including but not limited to internships and graduate school.

2.2.23 Networks and Computer Policy

ORU faculty, staff, and students need to be acquainted with and trained in new technological methods. However, along with embracing new technology comes a healthy caution to be certain that the use of the technology is responsible, Christ-centered, and consistent with the Code of Honor Pledge. The Networks and Computer Policy available in the *ORU Employee Handbook* covers all access through the networks or computer systems of Oral Roberts University.

2.2.24 Patents

Technical information, discoveries, inventions, and patents resulting from investigation or research conducted by faculty members of the University that are financed in whole or in part from funds administered by the University, are a direct result of a faculty member's duties with the university, or are made by the utilization of university resources or facilities are the property of the University and shall, on request, be assigned to the University or its representative, unless the University relinquishes its rights therein to the inventor.

It is the policy of the University to recognize the interests of its faculty members, sponsors, and other cooperating or participating agencies and to recognize that inventions and patents may arise from investigation and research undertaken that affect the equities of the participating parties. Equity rights may be vested in one of the following ways, as determined by the Provost and the Vice President for Academic Affairs upon the recommendation of the Copyright and Patent Committee:

1. Full ownership rights held by the University alone.
2. Full ownership rights held by the inventor alone.
3. Shared ownership rights held between the University and inventor.

The entire patent policy is in Appendix F.

2.2.25 Personnel Files

Appropriate personnel records are kept on University employees. There is only one official personnel file per employee, which may contain only such information as is relevant to the individual's employment. Faculty personnel files contain the following:

1. Information pertaining to bona fide occupational qualifications (e.g., resumes, applications, official transcripts).
2. Pre-employment recommendations, recommendations for merit, tenure, and/or promotion.
3. Personal data information (e.g., W-4, address).
4. Records of personnel actions such as appointment, change of status, tenure, promotion, and pay authorizations.
5. Documentation of leaves of absence.
6. Paper work concerning benefits, enrollments, changes, and beneficiary designations.
7. Performance evaluations.
8. Documentation of behavior and discipline matters.
9. Confidential data sheets.
10. Acknowledgement forms of company policies.

2.2.25.1 Maintenance of Files

The official personnel files of faculty members are maintained by the office of the Vice President for Academic Affairs, which is responsible for maintaining personnel records and for adding and correcting materials in those records. Through the normal course of business operations, supervisors and service offices (e.g., Payroll Department) may maintain working/side files, which may contain copies of the items in the official personnel file as well as other relevant information.

Faculty members should promptly notify both the Human Resources Department and the Office of the Vice President for Academic Affairs of changes in (1) address and telephone number, (2) marital status, (3) name (a copy of the new social security card), (4) the number of dependents for withholding tax purposes (a new W-4 form), and (5) person(s) to notify in case of emergency. Faculty members should notify the college dean about the faculty member's completion of additional degrees or training. The dean forwards this information to the office of the Vice President for Academic Affairs. The Benefits Office should be notified promptly of changes in the beneficiary and dependents listed in health, dental, life, or accidental death and dismemberment insurance coverage.

The personnel files of individuals who leave the University are retained for seven years following the year of separation.

2.2.25.2 Access to Files by Faculty Members

Current and/or previous faculty members do not have access to personnel files, which include working/side files. Department chairs and administrators having direct responsibility for faculty member performance and institutional officers showing a legitimate need shall be entitled to access the files. Confidential medical information and garnishments are excluded from inspection unless authorized by the Director of Human Resources, who makes the final determination of confidentiality.

2.2.25.3 Access to Files by Off-Campus Agencies

Data is monitored so that it is disseminated to only those parties authorized by the faculty member, approved administratively, or legally warranted. No information about work records, work quality, or reason for separation is released. All requests for information should be forwarded to the Human Resources Department.

Persons outside the University with a legal court order or subpoena may review official personnel files. Further, the University may permit access to and copying from such files following lawful requests of federal or state agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts.

2.2.26 Photographs and Recordings

Photographs and audio recordings taken of faculty members while they are on campus may be used without prior written permission, remuneration, or contract in student publications, University publications, or for publicity purposes as devised by or authorized by the University. The Honor Code Pledge and University regulations serve as the general criteria of taste and style in selecting photographs and audio excerpts for publication. Requiring photographs on applications is not acceptable.

2.2.27 Policies Appearing on All Syllabi

The following University policies are deemed important enough to be stated on every syllabus:
1. Attendance at each class or laboratory is mandatory at Oral Roberts University. Excessive absences can reduce a student's grade or deny credit for the course.
2. Students taking a late exam because of an unauthorized absence are charged a late exam fee.
3. Students and faculty members at Oral Roberts University must adhere to all laws addressing the ethical use of others' materials, whether it is in the form of print, video, multimedia, or computer software. By submitting an assignment in any form, the student gives permission for the

assignment to be checked for plagiarism, either by submitting the work for electronic verification or by other means.
4. Final exams cannot be given before their scheduled times. Students need to check the final exam schedule before planning return flights or other events at the end of the semester.
5. Students are to be in compliance with University, college, and departmental policies regarding ePortfolio requirements. Students should consult the ePortfolio handbooks for requirements regarding general education and the students' majors.
   a. The penalty for not submitting electronically or for incorrectly submitting an ePortfolio artifact is a zero for that assignment.
   b. By submitting an assignment, the student gives permission for the assignment to be assessed electronically.

2.2.28   Political Campaign-Related Activities

Oral Roberts University supports the involvement of its administrators, faculty, staff, and students in their right, as individuals, to participate in the political process. However, under the Internal Revenue Code, as a section 501(c)(3) organization, ORU is absolutely prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office. Violation of this restriction can result in revocation of tax exempt status and imposition of excise tax penalties on the institution as well as on organization managers who approve the undertaking of impermissible political activities.

Any faculty member who wishes to engage in direct political activity involving a substantial amount of time (e.g., holding or running for political office, managing a campaign, directing group action on behalf of a political candidate or issue) is expected to obtain written approval. The written approval must include mutual agreement for release time with his or her dean before undertaking such activity. A leave of absence may be deemed advisable by the Administration. Information regarding a political leave is in the section titled "Political Leave" in this handbook.

Additional information concerning academic participation in political activities including candidate debates and forums; candidate appearances, student organizations, and voter registration is available in the *ORU Employee Handbook*. Violation of this policy may result in disciplinary action, which may include termination of employment.

2.2.29   Posting of Signs and Other Materials

All signs, flyers, and posters must be approved by the Student Activities Office before they can be posted. The Marketing Department can create posters for ORU courses and activities, and the Business Center can print flyers for ORU activities.

2.2.30   Probation and Suspension of Students

2.2.30.1   Academic Probation

Students are expected to make satisfactory progress toward a degree certificate or other approved objective to be eligible to continue enrolling in the University. A probation list, based on student academic achievement for the previous 12 months, is compiled once each year prior to the fall semester. Students placed on probation fall into one of the following categories:
1. full-time students enrolled for the last two regular semesters but having earned fewer than 24 hours in the last 12 months;
2. full-time students enrolled for one regular semester but having earned fewer than 12 hours in the last 12 months;
3. part-time students not earning two-thirds of the hours they attempt; or
4. students whose grade-point averages fall below the minimums required for total quality hours that can earn grade points attempted in ORU undergraduate programs:

Total Quality Hours Attempted	Minimum GPA Required
1-32	1.5
33-64	1.75
More than 64	2.0

Students are removed from probation when they submit additional academic work sufficient to raise them to the minimum requirements. Normally, students who are not removed from the probation list after one full year are suspended. Students on probation are generally not eligible for financial aid.

Students accepted into the University on probationary status are subject to the same policies as students placed on probation. Graduate students should consult the graduate academic standing policies in the appropriate graduate school sections.

Upon recommendation of the dean of the college and approval of the Provost and the Vice President for Academic Affairs, a student may be placed on probation or may be suspended at any time for severely inadequate academic work. Such suspension may either be temporary or permanent.

2.2.30.2   Health and Physical Education Standards

Every student is required to make satisfactory progress toward physical fitness. ORU wants its graduates to be mentally alert, spiritually alive, physically disciplined, and socially adept. For this reason, all undergraduate students taking a minimum of 12 hours, exclusive of correspondence courses, are required to enroll in and pass an HPE activity course each semester. Students may enroll in any one HPE activity course only twice for credit.

Graduate students, students in the ORU Online Campus, and students 45 years of age or older are not required to take the swimming proficiency test. Study Abroad students are not required to participate in an HPE activity course during their study abroad semester(s).

Student progress is evaluated each semester. An incomplete grade does not satisfy the HPE requirements. Students not fulfilling ORU's physical fitness requirements during the previous semester are placed on HPE probation. A student may be placed on HPE probation for failing to successfully complete an HPE activity course or for failing to enroll in an activity class or classes. Students who are not removed from the probation list after one semester are suspended. Students on HPE probation or suspension are not eligible to graduate from the University.

2.2.30.3   Behavior and Honor Code

Students are expected to follow the Honor Code and all ORU rules and regulations relating to proper behavior concurring with the University lifestyle. Any violation of the Honor Code in its written form, its principles, or its spirit is dealt with accordingly. Reports of conduct that is offensive, unacceptable, destructive, or in violation of University regulations are made to the office of the appropriate dean, who reviews the complaint and is responsible for handling it on a person-to-person basis. Procedures for behavior and Honor Code violations are enumerated in the Student Handbook.

Penalties for violation of University regulations may include one or more of the following: a reprimand, specified restriction, penalty (including monetary), probation, withdrawal from classes, suspension, and/or expulsion. When students are placed on probation, their records are put on disciplinary hold, the probation is recorded in their permanent files, and parents of dependent students are notified. Students may also be removed from positions held on campus.

Disciplinary holds are removed when students make amends and are no longer on probation. Students suspended from the University may apply for readmission after one year; students expelled are not allowed readmission.

2.2.31   Representing the University

The University —only through its Board of Trustees or Office of the President shall make policy statements regarding national, state, local, community, or University affairs. A member of the University community making public statements relative to these matters should state that he or she is

speaking as an individual and not as an authorized representative of the University. Press inquiries, questions, or requests for general University information should be referred to the Director of Public Relations who reports to the official University spokesperson, the Vice President for University Relations and Development. Nothing in this policy should be taken to restrict scholarly activities such as teaching, research, professional consultation, or publication, in which professors' statements and opinions are customarily regarded to be their own within the ethical bounds of academic freedom and are not presumed to reflect official institutional policy.

2.2.32   Safety

2.2.32.1   Workplace Violence

Workplace violence can originate from many sources. It may be a disgruntled employee, an ex-employee, an outsider known by an employee, a student, or a stranger with no ties to the workplace. The safety and security of Oral Roberts University students, employees, and constituents are very important. The Workplace Violence Policy available in the *ORU Employee Handbook*.

Employees needing immediate assistance are to call ORU Security at ext. 7750.

2.2.32.2   Weapons, Dangerous Chemicals, and Flammable Materials

Oral Roberts University students, faculty, and staff must be free of both physical and psychological dangers and constraints, which can arise from the presence or use of weapons, firearms, ammunition, fireworks, explosives, dangerous chemicals, or flammable materials on campus. It is therefore the policy of ORU to prohibit or strictly regulate the possession, display, or use of these items on campus, in ORU vehicles, or on ORU-sponsored trips. This policy applies to all students, faculty, staff, and visitors, regardless of whether or not they are licensed to carry a concealed weapon. More information on this policy is available in the *ORU Employee Handbook*.

2.2.32.3   Classroom Emergencies and eAlert Notification System

In case of a classroom emergency, especially one of a medical nature, 911 should be called immediately. The ORU Department of Public Safety and Security monitors 911 calls made from University phones. Cell phone calls are not monitored; therefore, if they are used to call 911, the ORU Department of Public Safety and Security should also be notified.

Faculty members are encouraged to participate in the eAlert notification system, which can provide valuable information when campus safety is threatened.

2.2.32.4   Fire

Anyone detecting a fire needs to call 911. When an alarm sounds, everyone should leave the area only by the designated evacuation routes. (Each area has a fire marshal and a designated evacuation route.) Elevators should not be used for fire evacuation. Once outside the building, everyone should move at least 200 feet away from the building and should not attempt to re-enter the building until cleared to do so by the ORU Department of Public Safety and Security personnel.

The ORU Department of Public Safety and Security monitors 911 calls made from University phones and sounds the alarm upon receiving a report of a fire. Cell phone calls are not monitored; therefore, the ORU Department of Public Safety and Security should also be notified if cell phones are used to call 911. Fire alarm boxes are generally located just inside building exits.

2.2.32.5   Severe Weather

Monitoring of weather conditions in Oklahoma, especially during winter, requires constant vigilance. Because faculty, staff, and commuter students must travel to and from the University, extenuating factors (such as distance from ORU) should be considered by deans and department chairs when making decisions regarding faculty and staff during inclement weather. The voice message system notifies employees if there is an early dismissal of classes. Because Oklahoma is in

"tornado alley," the University provides shelter areas. Each department has both a designated shelter and a designated route to that shelter.

If weather conditions (including difficulty traveling to or from work) warrant, classes and activities are canceled, and faculty members are dismissed early or not required to report to work. Procedures for canceling classes due to severe weather are as follows:

1. The President, after consultation with designated administrators, decides whether the University is to remain open or to close.
2. The respective vice presidents notify the deans and department chairs once this decision is made.
3. Announcements of closing are made through radio and television (television channels 2, 6, 8, and 53 and radio stations KRMG, KXOJ, and KBEZ).
4. The decision to close does not include departments providing essential services, which must function regardless of adverse weather conditions.

2.2.33   Solicitations and Donations

Solicitations by employees, selling of merchandise, chances, etc., or transactions relative to solicitations are not permitted on the premises. Excluded from this policy are fundraisers by ORU-sponsored clubs and organizations.

2.2.33.1   Off-Campus

All requests for solicitation for donations by a University department, organization, club, or person for University purposes must first be submitted to the Vice President for Development. That office maintains a list of those requests and is a resource and guide for solicitation. Only official letters either issued or approved from the Finance Department for tax donation purposes can be used according to IRS regulations; departmental thank-you letters are not acceptable for such documentation.

2.2.33.2   On-Campus

Solicitations are restricted to the United Way campaign, which is voluntary. United Way contributions can be made through payroll deductions. Sales representatives and solicitors are not permitted to circulate through the buildings or to contact employees. Excluded from this policy are representatives having referrals or specific appointments relating to University business, and company representatives who demonstrate or display equipment, textbooks, products, or supplies used in conducting University business. Individuals offering corporate discounts, passes, or coupons for University employees need to contact the Human Resources Department for approval and help with distribution.

2.2.34   Sponsoring Activities

Faculty members may sponsor University -related student activities but must take care to avoid high risk activities that might endanger students and inappropriate activities that are inconsistent with the ORU lifestyle. Clubs and organization are required to complete Activity Request forms, which are available from the Student Affairs Office. Sponsors must be approved prior to the event.

2.2.35   Traveling with Students

All faculty members accompanying students on trips must comply with University policies. Students traveling are required to purchase insurance through the University in order to be a part of such a group. It is the responsibility of each travel participant and group sponsor to comply with all guidelines, policies, and procedures set forth by the University as it pertains to travel. Complete guidelines, policies, and procedures for both domestic and foreign travel by student groups with faculty sponsors can be found on the ORU website.

Although the University may endorse or sponsor travel groups, this travel policy does not imply a responsibility on the part of the University to fund or subsidize such travel.

2.2.35.1   Local Field Trips

ORU faculty members sponsoring class-, club-, or department-related field trips should take every precaution for ensuring the safety of participating students. Under no circumstances should students be asked, instructed, or directed to use their own vehicles for these trips. University transportation is available through the ORU motor pool. Faculty members are responsible for completing all paperwork requesting administrative excuses for students missing classes. More information is available in the section titled "Administrative Excuses" in Chapter 2 of this handbook. This policy does not apply to students participating in off-campus internships, practicums, student teaching, or off-campus class sites (e.g., bowling, equestrian). Students need to arrange their own transportation for these activities.

2.2.35.2   Domestic and Foreign Travel

Any faculty member acting as coordinator or group sponsor and organizing an event endorsed or sponsored by Oral Roberts University that requires travel at least 50 miles outside the city limits of Tulsa must complete an ORU Trip Authorization Form. The purpose of this form is to authorize travel and initiate the process of obtaining accidental death and dismemberment and/or medical insurance for students during the travel period. Students traveling are required to purchase insurance through the University in order to be a part of such a group.

Although the University may endorse or sponsor travel groups, this travel policy does not imply a responsibility on the part of the University to fund or subsidize such travel. It is the responsibility of each travel participant and group sponsor to comply with all guidelines, policies, and procedures set forth by the University as it pertains to travel.

Faculty and staff members responsible for student travel must follow the travel policy guidelines and familiarize each student with all policies and procedures prior to trip departure. Complete guidelines, policies, and procedures for both domestic and foreign travel by student groups with faculty sponsors can be found on the Risk Management pages of the ORU website.

2.2.36   Vendor-Employee Ethics

It is ORU policy to separate an employee's private interests from those of the University. The University's overall policy is that none of its faculty, staff, managers, or officials shall engage in any activities that place them in a conflict of interest between their official activities and any other interest or obligation. ORU requires all employees to act with integrity and good judgment in adhering to this policy. More information on this policy is available in the *ORU Employee Handbook*.

2.3   FACULTY SENATE AND COMMITTEES

As participants in the shared governance structure established by the Board of Trustees, the University faculty are responsible for making decisions regarding curriculum, graduation requirements, and faculty appointment procedures. To encourage participation of all faculty members in these responsibilities, the University faculty use committee structures to generate ideas and proposals that are approved through a representative process. This representative process requires the participation of all faculty members in department, college, and University committees to maximize effectiveness.

2.3.1   Open Meeting Policy

An effective representative process requires open and clear communication. To enhance communication, every meeting of each committee shall be open to all faculty members for attendance and participation with meetings times and locations appropriately advertised. Voting is limited to authorized voting members. A portion of a meeting may be closed with prior published justification. If a special need arises during a meeting, initiation of a closed session requires a majority vote of voting members present.

2.3.2   Faculty Committees

Faculty committees enable faculty members to develop, promote, and participate in activities enhancing the academic culture of ORU. Authorized voting membership in faculty committees consists of at least one representative from every college, along with additional faculty members, when appropriate. Faculty committees may include additional voting members with the consent of the committee. Faculty committees adhere to the open meeting policy with appropriate publication of minutes and future meeting times. Faculty committees elect officers and establish appropriate procedures for the committees in agreement with policies established in the *Faculty and Administration Handbook*.

It is the responsibility of the faculty committee chair to ensure the publication of meeting agendas, times, dates, and places, and to ensure the expedient posting of the minutes of each committee meeting. It is also the responsibility of the faculty committee chair to ensure all constituents affected by any change the committee proposes are consulted throughout the process of crafting the change. Input from all areas affected by a change is crucial, and the committee chair must ensure that these areas are consulted throughout all stages of the process.

2.3.3   University Faculty Senate

University Faculty Senate is a representative group of faculty members designed to consider and recommend proposals arising from faculty committees and/or college faculty assemblies. All proposals recommended by committees or colleges concerning curriculum, graduation requirements, faculty appointment procedures (including promotion), or modifications to the catalog or chapters 2 or 3 of the *Faculty and Administration Handbook* must be submitted to the Faculty Senate for consideration. The Faculty Senate shall meet monthly during the academic year to consider and vote on proposals. The Faculty Senate bylaws are in Appendix G.

1. Considers for recommendation any change in graduation requirements or faculty appointment procedures (including promotion).
2. Considers for recommendation general education curriculum change proposals and curriculum proposals that involve more than one college. The Faculty Senate does not need to approve curriculum change proposals if the change affects only constituents within a college. Curriculum change proposals (using the Curriculum Change Proposal form found on the Faculty Resources web pages) are required for the following:
    a. Additions and/or deletions (including course reactivation) of courses, programs, degrees, majors, minors, cognates, and concentrations.
    b. Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.
    c. Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).
    d. Substantial changes in course content for existing courses. A name change needs only the college dean's approval.
3. Considers for recommendation any proposal submitted by any faculty member when accompanied with a petition signed by at least 10% of the current full-time faculty members.
4. Facilitates discussion and recommends mechanisms for addressing additional issues submitted to the Faculty Senate.
5. Follows voting procedures listed in the bylaws, including electronic voting by the University faculty on all recommendations.
6. Forwards recommendations for changes in curriculum, graduation requirements, faculty appointment procedures, handbook changes, and/or catalog changes to the Vice President for Academic Affairs. The Vice President for Academic Affairs makes recommendations to the Provost who makes recommendations to the University President who makes recommendations to the Board of Trustees for approval.

2.3.4　　Faculty Academic Committees

Various academic committees are established to enable faculty members to accomplish specified annual tasks and are empowered by the Faculty Senate to take appropriate actions necessary to accomplish these tasks. In addition, academic committees are encouraged to develop proposals concerning curriculum, graduation requirements, and/or faculty appointment procedures and submit any recommended proposals to the Faculty Senate. The Faculty Senate secretary maintains annual lists of the faculty members participating on the various faculty committees to ensure committee membership reflects *Faculty and Administration Handbook* requirements. Chairs of the committees shall be selected by the members of the committees unless otherwise indicated.

2.3.4.1　　Awards Committee
1. Coordinates competition for and the awarding of alumni faculty awards.
2. Hosts the annual Faculty Showcase.
3. Reviews nominations to select student Who's Who candidates.
4. Evaluates and selects the student graduation response speaker.
5. Considers and recommends proposals for changes to the *Faculty and Administration Handbook* to the Faculty Senate for consideration.

2.3.4.2　　Christian Worldview Committee
1. Identifies and actively supports activities that enhance the integration of Christian worldview in curriculum, student life, and spiritual development.
2. Considers and recommends proposals for changes to the curriculum to the Faculty Senate for consideration.

2.3.4.3　　Faculty Activities Committee
1. Plans, organizes, and coordinates faculty chapel events.
2. Plans, organizes, and coordinates annual events for Faculty Connections.
3. Plans, organizes, and coordinates faculty social activities.

2.3.4.4　　General Education Curriculum Committee
The committee consists of at least one committee member from every undergraduate academic department as defined by the Faculty Senate bylaws.
1. Maintains constant evaluation of the general education curriculum and any accompanying assessment tools.
2. Evaluates general education curriculum change proposals (using the Curriculum Change Proposal form) concerning the following:
   a. Additions and/or deletions (including course reactivation) of general education courses.
   b. Substantial changes in general education course content for existing courses. This includes any change in name for existing courses.
   c. Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade) of general education courses.
3. Communicates to faculty members the following procedures for recommending general education proposals.
   a. The faculty member initiating a proposal completes the Curriculum Change Proposal and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).
   b. The faculty member signs and recommends the proposal to the department chair for consideration.
   c. The department chair signs and initiates the routing of the Curriculum Change Proposal.
   d. After the proposal is assigned a proposal number, the General Education Curriculum Committee meets to consider and vote on recommending the proposed curriculum change.

4. Initiates, considers, and votes on general education curriculum change proposals arising from within the General Education Curriculum Committee. Any general education curriculum change proposal arising from within the General Education Curriculum Committee must be signed by the chairs of any affected departments and receive a proposal number prior to any committee vote.
5. Recommends proposals receiving a positive vote from a majority of members present and signed by the chair of the General Education Curriculum Committee to the Faculty Senate.
6. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the Faculty Senate. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only two academic years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.

Coordinator of General Education
1. Chairs the General Education Curriculum Committee.
2. Facilitates the collection, coordination, and review of ePortfolio artifacts, submissions, rubrics, and evaluations.
3. Provides leadership in obtaining articulation agreements with other institutions, both accredited and unaccredited.
4. Implements the Program Review Schedule of the University.
5. Plans the annual General Education Workshop.
6. Reports to the Director of Institutional Research.

2.3.4.5   Faculty Senate Graduate Committee
1. Consists of all graduate school senators and deans of their respective colleges.
2. Reviews all University-wide proposals that are specific to graduate programs.
3. Refers all proposals passed by a 2/3rd vote of a simple majority of the committee members to the Faculty Senate for consideration.

2.3.4.6   Standards and Evaluation Committee
1. Reviews academic policies, evaluation standards, and graduation requirements to assist with academic policy decision-making.
2. Considers and recommends proposals for changes to graduation requirements and/or the *Faculty and Administration Handbook* to the Faculty Senate for consideration.

2.3.4.7   University Research Committee
1. Reviews research proposals submitted through the Intramural Grant Program by faculty members requesting University research funding.
2. Recommends research proposals for funding to the Vice President for Academic Affairs.
3. Evaluates nominations and recommends a faculty member for the Scholar of the Year award to the Vice President for Academic Affairs.
4. Considers and recommends proposals for changes to the faculty appointment procedures or *Faculty and Administration Handbook* to the Faculty Senate for consideration.

2.3.5   Faculty Professional Committees
Various professional committees are established to enable faculty members to accomplished specified annual tasks. These professional committees are empowered by the Vice President for Academic Affairs to take appropriate actions necessary to accomplish these tasks. These committees report directly to the Vice President for Academic Affairs. Any proposal by these professional committees concerning curriculum, graduation requirements, faculty appointment procedures, and catalog and/or *Faculty and Administration Handbook* modifications must be submitted as

recommendations to the Faculty Senate. The Vice President for Academic Affairs ensures committee membership reflects *Faculty and Administration Handbook* requirements.

2.3.5.1   Faculty Excellence Committee
1. Mentors faculty members through the promotion and tenure processes.
2. Acts as a resource for faculty training and development.
3. Works with departments as requested to maximize the effectiveness of any adopted faculty development processes.
4. Considers and recommends proposals for changes to faculty appointment procedures and/or the *Faculty and Administration Handbook* to the Faculty Senate for consideration.

Director of the Center for Faculty Excellence
1. Chairs the Faculty Excellence Committee.
2. Facilitates new faculty mentoring activities.
3. Develops and provides special topic-oriented training sessions related to (1) College-specific accreditation, (2) faculty scholarship, (3) androgogical techniques, (4) instructional effectiveness/new teaching and learning initiatives.
4. Develops means to showcase and utilize faculty expertise.
5. Develops and provides training sessions to assist faculty members in the promotion, tenure, and sabbatical processes.
6. Develops and maintains a web based Professional Development Center for the following purposes:
   a. Communicating faculty promotion, tenure, and sabbatical processes.
   b. Building faculty expertise networks.
   c. Communicating faculty development activity information.
   d. Creating a forum for faculty discussion.
7. Interfaces with University committee chairs and college deans to determine future areas of need.
8. Reports to the Vice President for Academic Affairs.

2.3.5.2   Honors Program Committee
Membership of this committee consists of the Director of the Honors Program, Associate Director of the Honors Program, Vice President for Academic Affairs, Director of Institutional Research, and faculty members in the Honors Program selected by the director.
1. Advises the Honors Program and oversees the director and associate director.
2. Approves changes in all Honors Program forms, publications, and Web pages.
3. Participates in extracurricular activities of the Honors Program.
4. Assists the director and associate director in overseeing the faculty mentors of Honors Program students.
5. Helps to process applications and recommends students for the Honors Program.
6. Recruits faculty members to teach Honors Program courses.
7. Considers and recommends proposals for changes in the Honors Program curriculum or graduation requirements to the Faculty Senate for consideration.

Director of the Honors Program
1. Chairs the Honors Program Committee.
2. Administers the Honors Program.
3. Revises Honors Program application forms.
4. Works with the Admissions Office to contact and recruit prospective Honors Program students.
5. Participates in the selection of Honors Program students.
6. Plans and directs the extracurricular Honors Program activities.
7. Notifies students who fall below Honors Program requirements.

8. Follows up with students who drop the program.
9. Encourages and facilitates alumni contact with Honors Program students.
10. Notifies students at ORU who are eligible to enter the Honors Program after their freshman year.
11. Maintains communication with program participants.
12. Oversees maintenance of the Honors Program Web page.
13. Prepares and administers the annual budget for the Honors Program.
14. Prepares the annual report for the Honors Program.
15. Submits and updates the Honors Program description and honors seminars course descriptions for the ORU catalog and syllabi.
16. Schedules Honors Program seminars.
17. Represents the Honors Program at College Weekend events.
18. Oversees the selection of student representatives for the Honors Program Student Council.
19. Oversees activities of the Honors Program Student Council.
20. Serves on the Council of Department Chairs.
21. Reports to the Dean of the College of Arts and Cultural Studies.

Associate Director of the Honors Program
1. Maintains the Honors Program Office where all Honors Program records are housed.
2. Participates in the selection of Honors Program students.
3. Monitors the progress of honors students within the program.
4. Organizes and oversees faculty mentoring of Honors Program students.
5. Maintains communication with program participants.
6. Represents the Honors Program at College Weekend events.
7. Oversees the production and distribution of the Honors Program newsletter and other publications.
8. Participates in the selection of Honors Program students.
9. Helps direct the extracurricular Honors Program activities.
10. Helps prepare and administer the annual budget for the Honors Program.
11. Helps prepare the annual report for the Honors Program.
12. Helps oversee activities of the Honors Program Student Council.
13. Supervises the Honors Program Fellows faculty.
14. Attends the Council of Department Chairs when the director is unable to attend.
15. Reports to the Dean of the College of Arts and Cultural Studies.

2.3.5.3   Scholarship of Teaching and Learning for Christians in Higher Education Editorial Board

The Scholarship of Teaching and Learning for Christians in Higher Education (SoTL-CHEd) Editorial Board regularly publishes an online journal promoting faculty research in the scholarship of teaching and learning.
1. Oversees the maintenance of the journal website.
2. Participates in the submission, reviewing, and publication process for the journal.
3. Actively seeks to promote the journal among CCCU schools.

Editor, Journal of the Scholarship of Teaching and Learning for Christians in Higher Education (SoTL-CHEd)
1. Chairs the SoTL-CHEd Editorial Board.
2. Appoints and supervises the editorial board for the journal.
3. Oversees the maintenance of the journal website.
4. Coordinates the submission, reviewing, and publication process for the journal.
5. Serves as liaison with University Risk Management to ensure the protection of journal copyrights.

6. Assesses journal policies and procedures to ensure the project's success.
7. Actively seeks to promote the journal among CCCU schools.
8. Reports to the Dean of Learning Resources.

2.3.5.4 University Tenured Faculty

Membership of the committee consists of all faculty members who have tenured status. The committee members select the chair of the committee.

1. Assesses the fitness of candidates applying for tenure as indicated in the Tenure Application procedure.
2. Participates in grievance and conflict resolution as indicated in the Grievance and Conflict Resolution Procedure.

Chair of University Tenured Faculty
1. Convenes University Tenured Faculty meetings.
2. Facilitates appropriate steps in the Tenure Application Procedure.

2.3.5.5 Writing Across the Curriculum Committee

The Writing Across the Curriculum (WAC) Committee participates in promoting academic initiatives supporting the use of writing. These initiatives include the regular production of a newsletter promoting creative uses of writing in the classroom and an annual award for faculty demonstration of these creative methods. Membership of this committee consists of the Director of the Writing Across the Curriculum Program, the Vice President for Academic Affairs, the Director of Institutional Research, and at least one faculty representative from each of the colleges.

1. Identifies needs and concerns and suggests solutions regarding student writing.
2. Assists in the selection and training of faculty members teaching writing intensive courses.
3. Selects an annual recipient of the Writing Across the Curriculum Excellence award.
4. Assists overseeing the development and expansion of writing intensive faculty learning communities.
5. Considers and recommends proposals for changes in curriculum or the *Faculty and Administration Handbook* to the Faculty Senate for consideration.

Director of the Writing across the Curriculum Program
1. Chairs the Writing Across the Curriculum Committee.
2. Appoints faculty members to the WAC Committee.
3. Oversees the publication of the WAC Newsletter once each semester.
4. Represents WAC on selected faculty-led committees relevant to writing in the disciplines.
5. Works with the Tutoring Center to continue to enhance its tutoring services in writing.
6. Plans and implements at least one WAC faculty development workshop annually.
7. Works with individual departments at the University to help them meet their writing needs and integrate writing into their courses.
8. Manages the WAC alumni account.
9. Maintains the WAC Web site.
10. Writes an annual WAC report.
11. Attends at least one WAC conference annually.
12. Oversees the selection and training of faculty members teaching writing intensive (WI) courses.
13. Oversees and participates in WI faculty learning communities.
14. Helps faculty members teaching WI courses to identify and participate in related scholarly endeavors such as publications, conferences, professional presentation, and ORU faculty development workshops.
15. Works with Alumni Affairs to develop and maintain WAC funding initiatives.
16. Reports to the Dean of the College of Arts and Cultural Studies.

2.3.6   College Committees

Each academic area in the University is organized in a manner that best serves that area. A list of each area and its committees is in Appendix I. The duties for each college-level committee are provided under the appropriate section in Chapter 3.

2.3.7   Ad Hoc Committees

Occasionally, both the Faculty Senate and the college faculty assemblies appoint *ad hoc* committees to accomplish well-defined tasks. These committees exist only as long as needed to complete their specific purposes.

2.3.8 Faculty Governance Diagram

Oral Roberts University Faculty

Modified:
August 10, 2009

Includes all academic faculty. Officially meet together for discussion once a semester.

Faculty Academic Committees

AWARDS COMMITTEE
Responsibilities include:
- Identifying Alumni Faculty award recipients
- Nominating Who's Who candidates
- Selecting graduation response speaker

CHRISTIAN WORLDVIEW COMMITTEE
Responsibilities include:
- Enhancing integration of worldview in curriculum, student life, and spiritual development

FACULTY ACTIVITIES COMMITTEE
Responsibilities include:
- Coordinating faculty chapel, faculty retreat, and social activities

GENERAL EDUCATION CURRICULUM COMMITTEE
Responsibilities include:
- Initiating, reviewing, and recommending general education curriculum proposals
- Reviewing and enhancing General Education ePortfolio activities

STANDARDS AND EVALUATION COMMITTEE
Responsibilities include:
- Reviewing and recommending changes to academic policies, evaluation standards, and graduation requirements

UNIVERSITY RESEARCH COMMITTEE
Responsibilities include:
- Reviewing and recommending research proposals through the Intramural Grant program

Academic Department

Responsibilities include:
- Initiating and recommending general education proposals to the General Education Curriculum Committee
- Approving appropriate department-based changes

- Initiating and recommending school-based academic proposals to school curriculum committee

School Curriculum Committee

Responsibilities include:
- Approving appropriate school-based changes

- Recommending school-based academic proposals to school faculty

School Faculty Assembly

Responsibilities include:
- Approving appropriate school-based changes consistent with university academic outcomes

- Recommending major academic proposals to Faculty Senate

University Faculty Senate

Voting members include:
- School deans and faculty representatives from every academic department as defined in the *University Faculty Senate Bylaws*

Speaking, non-voting members include:
- Representatives from Registrar, Institutional Research, Information Technology, Athletics, and VPAA; University Technical Editor

Responsibilities of Faculty Senate include considering and recommending university faculty proposals consistent with university academic outcomes concerning:
- Curriculum
- Graduation requirements
- Faculty appointment procedures
- Modifications to the catalog and *Faculty Handbook*

All University Faculty vote electronically on Faculty Senate recommendations following each Faculty Senate session

Faculty recommends proposals to the VPAA who recommends them to the Provost who approves appropriate changes and recommends policy change proposals to the President

Recommended policy change proposals require approval from the Board of Trustees

Faculty Professional Committees

All Faculty Professional Committees report directly to the
Vice President for Academic Affairs.

Any proposals concerning curriculum, graduation requirements,
faculty appointment procedures, or modifications
to the catalog or *Faculty Handbook* shall be recommended
to the Faculty Senate for consideration.

FACULTY EXCELLENCE COMMITTEE
Responsibilities include:
- Mentoring faculty through the promotion and tenure process
- Acts as a resource for faculty training and development

HONORS PROGRAM COMMITTEE
Responsibilities include:
- Reviewing and recommending changes to the Honors program
- Planning Honors chapel and Honors reception
- Participating in extracurricular activities of the Honors program

SOTL-CHED EDITORIAL BOARD
Responsibilities include:
- Participating in the submission, reviewing, and publication process for the journal
- Promoting the journal among CCCU schools

UNIVERSITY TENURED FACULTY
Responsibilities include:
- Assessing fitness of candidates applying for tenure
- Participating when requested in the grievance and conflict resolution procedure

WAC COMMITTEE
Responsibilities include:
- Developing and recommending writing curriculum initiatives
- Identifying WAC award recipients

Chapter 3—COLLEGES AND ACADEMIC SERVICES

3.1   COLLEGE OF ARTS AND CULTURAL STUDIES

3.1.1   Administrative Structure

3.1.1.1   Dean
In leading the College of Arts and Cultural Studies, the dean performs the following functions:
1. Administers the academic program in the college as approved by the Board of Trustees and authorized by the President, the Provost, and the Vice President for Academic Affairs.
2. Oversees four undergraduate departments and maintains a smooth flow of work and activity.
3. Is actively involved with guest lecturing, panel presentations, team teaching, and other activities equal to three credit hours a year or equivalent service determined by the Vice President for Academic Affairs.
4. Promotes communication among students, parents, faculty, staff, chairs, and the public.
5. Develops, implements, and assesses academic programs, activities, policies, and procedures.
6. Coordinates the curricula of the various departments within the college.
7. Approves syllabi for all scheduled courses and submits them to the Vice President for Academic Affairs according to published deadlines.
8. Oversees academic assessment, including ePortfolio.
9. Determines faculty needs and, with the aid of the department chairs, recruits faculty members and endorses faculty members recommended by current faculty for appointment and promotions.
10. Is responsible for leadership in matters of conduct, spiritual growth, and professional growth of the college faculty members.
11. Directs strategic planning, including recommending new programs that should be adopted and current programs that should be eliminated.
12. Encourages interdisciplinary activities (cross-pollination).
13. Communicates the priorities of the College of Arts and Cultural Studies to the Provost and the Vice President for Academic Affairs.
14. Assembles, approves, justifies, and manages the budgets of the college and its departments.
15. Reviews and approves student petitions.
16. Meets with students to address personal academic issues.
17. Approves purchase requisitions, work orders, and other requisitions made by faculty and staff members.
18. Ensures accreditation of various programs in the college.
19. Promotes faculty research activities.
20. Organizes and leads summer workshops for chairs.
21. Oversees faculty discipline and grievance procedures.
22. Oversees the production and/or revision of the College of Arts and Cultural Studies publications, including the college's sections of the University catalog and the *Faculty and Administration Handbook*.
23. Serves as a member of the Campus Publications Editorial Board.
24. Reports to the Vice President for Academic Affairs.

3.1.1.2   Department Chairs
In leading the departments in the College of Arts and Cultural Studies, the chairs perform the following functions within their departments:
1. Promote communication among students, parents, faculty, and staff at the department level.
2. Assist the college dean in the selection, supervision, and classification of faculty members.
3. Administer the academic program.
4. Teach regularly scheduled courses for a minimum total of 9 credit hours per semester.

5. Are responsible for maintaining good working environments.
6. Recommend curricula modifications.
7. Propose assignments to the dean after consultation with the persons involved.
8. Receive for approval purchase requisitions, work orders, and all other requisitions made by faculty and staff members.
9. Complete paper work for hiring and terminating department employees.
10. Are responsible for ePortfolio implementation.
11. Submit syllabi for all scheduled courses to the college dean according to published deadlines.
12. Review and submit textbook orders to the college dean according to published deadlines.
13. Provide for appropriate advisement of students.
14. Maintain up-to-date inventories of supplies and equipment.
15. Prepare and manage annual budgets.
16. Prepare periodic status reports for the dean.
17. Prepare the schedule of class offerings for the fall and spring semesters.
18. Oversee the production and/or revision of the department's publications, including the department's sections of the University catalog and the *Faculty and Administration Handbook.*
19. Report to the Dean of the College of Arts and Cultural Studies.

3.1.2   Committees

3.1.2.1   Arts and Cultural Studies Faculty Assembly
1. Consists of all full-time faculty members in the College of Arts and Cultural Studies.
2. Facilitates communication within the college and with other colleges and departments in the ORU academic community.
3. Serves as the primary advisory body on academic matters in the College of Arts and Cultural Studies.
4. Considers for approval recommendations made by the College of Arts and Cultural Studies Curriculum Committee.

3.1.2.2   Arts and Cultural Studies Faculty Cabinet
1. Consists of the faculty assembly officers who are elected for terms as specified in the bylaws of the College of Arts and Cultural Studies Faculty Assembly.
2. Acts as the executive committee in implementing Arts and Cultural Studies Faculty Assembly decisions.
3. Investigates any issue related to the college faculty and makes recommendations concerning the resolution of the issue.
4. Appoints *ad hoc* committees.
5. Nominates the members of the curriculum committee for approval by the Arts and Cultural Studies Faculty Assembly.
6. Receives the reports of committees, establishes agendas, and conducts the Arts and Cultural Studies Faculty Assembly meetings.

3.1.2.3   Arts and Cultural Studies Curriculum Committee
1. Consists of at least one faculty member from every department in the college.
2. Maintains constant evaluation of the curriculum in the College of Arts and Cultural Studies.
3. Accepts for consideration curriculum change proposals (excluding general education) that affect the College of Arts and Cultural Studies and have been assigned a proposal number. The Curriculum Change Proposal form must be used.
4. Considers for approval curriculum change proposals (excluding general education) affecting the departments within the College of Arts and Cultural Studies. Curriculum proposals are required for the following:

    a.   Additions and/or deletions of courses (including course reactivation), programs, degrees, majors, minors, cognates, and concentrations.

    b.   Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.

    c.   Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).

    d.   Substantial changes in course content for existing courses. A name change that is not accompanied by course content changes or a grade mode change needs only the college dean's approval.

5. Presents recommendations for curriculum change proposals to the faculty assembly.

6. Forwards all college-approved curriculum changes to the University Faculty Senate President to inform the University Faculty Senate of the changes. The University Faculty Senate President submits the changes to the Vice President for Academic Affairs. If a student, program, or cross-listed course outside of a college is affected by any of the changes then that change must be approved by the University Faculty Senate and the University faculty prior to submitting that change to the Vice President for Academic Affairs.

7. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the entire assembly. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only two academic years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.

8. Communicates the following procedures for curriculum change with the faculty members in the College of Arts and Cultural Studies:

    a.   The person initiating the change completes the Curriculum Change Proposal form and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).

    b.   The proposal receives the necessary signatures (e.g., chair, college dean, University Technical Editor, and Vice President for Academic Affairs) and proposal number before being submitted to the appropriate curriculum committee.

    c.   The Curriculum Committee meets to vote on the proposed curriculum change.

    d.   If approved, the proposal goes before the faculty assembly for a vote.

    e.   If approved, the proposal receives a signature from chair of the Curriculum Committee.

    f.   The chair of the Curriculum Committee forwards the proposal to the University Faculty Senate President. The University Faculty Senate President submits the proposal to the Vice President for Academic Affairs; if a student, program, or cross-listed course outside of the college is affected by the proposal, then the proposal must be approved by the University Faculty Senate and the University faculty before the University Faculty Senate President may submit the proposal to the Vice President for Academic Affairs.

    g.   Following final approval, the proposal is forwarded to the Registrar, who forwards a copy to each of the following people: the originator, Curriculum Committee Chair, Dean of the College of Arts and Cultural Studies, Vice President for Academic Affairs, Coordinator of International Students, Dean of Learning Resources, Library Faculty Facilitator, and University Technical Editor. (Note: The curriculum change becomes effective with the next catalog.)

3.1.2.4   Arts and Cultural Studies Professional Development Committee

1. Consists of members appointed by the college dean for a term of one year.

2. Evaluates Professional Development Plans submitted by college faculty members and makes recommendations for appropriate funding.

3. Reviews progress reports and ensures completion of work proposed by college faculty members in approved plans.

4. Makes recommendations to the college dean concerning the Professional Development Plan process.

5. Provides periodic, on-campus faculty development workshops.

6. Works in conjunction with the Faculty Excellence Committee, the Arts and Cultural Studies Faculty Assembly, the college dean, and the Vice President for Academic Affairs to promote effective teaching and the professional growth of college faculty members.

3.1.2.5 Arts and Cultural Studies Promotion Committee

1. Consists of members appointed by the college dean for a term of one year.
2. Coordinates the process of promotion in rank, including working with the college dean, in evaluating classroom performance of applicants.
3. Evaluates and recommends college faculty applicants for promotion with appropriate rationale to the college dean.
4. Promotes standards of excellence in faculty instruction.

3.1.2.6 Arts and Cultural Studies Tenured Faculty

1. Consists of all tenured faculty members whose full-time contractual assignment is in the College of Arts and Cultural Studies.
2. Performs the functions outlined under the section titled "Tenure" in Chapter 2 of this handbook.

3.1.2.7 Arts and Cultural Studies Grievance Committee

1. Consists of the faculty cabinet and is chaired by the president of the faculty assembly.
2. Performs the functions outlined in the section titled "Grievance and Conflict Resolution Procedure" in Chapter 2 of this handbook.

3.1.3 College Policies

The College of Arts and Cultural Studies adheres to all University policies, as recorded in the section titled "Policies and Procedures" in Chapter 2 of this handbook. The following policies are in addition to the University policies and apply only to the College of Arts and Cultural Studies.

3.1.3.1 Definition of Terminal Degree in College of Arts and Cultural Studies

The College of Arts and Cultural Studies recognizes an earned doctorate or Master of Fine Arts degree from a regionally and/or professionally accredited institution in an area appropriate to the instructional assignment as a terminal degree.

3.1.3.2 Full-Time Teaching Load in College of Arts and Cultural Studies

The normal full-time teaching load is 24-25 credit hours per academic year (fall and spring semesters). Extra compensation begins at 26 hours except when an accrediting agency imposes other requirements. Generally, advisement time, class preparation time, course coordination duties, and office hours do not earn load credit; such duties are responsibilities of all faculty members.

3.1.3.3 Office Hours for College of Arts and Cultural Studies Faculty

Faculty members are expected to post and maintain a schedule that provides a minimum of 7½ office hours per week distributed with at least one hour per academic day for the purpose of advising and/or consulting with students. Times scheduled must be convenient for students. Faculty members need to be available in their offices for walk-in traffic or phone calls during scheduled office hours.

3.1.3.4 Dean Selection Procedure

When an opening in the Dean of the College of Arts and Cultural Studies position is anticipated:

1. The VPAA asks each of the four departments within the CACS to submit one elected faculty member to represent their department on a Dean Selection Committee.
2. The Selection Committee meets and selects a Committee Chair. The Committee reviews policies and job descriptions to formulate documents needed for the consideration process. The Committee determines the timeline for the acceptance of applications and interviews.

3. An email sent to all faculty members asks them to consider applying or nominating another faculty member for the position of Dean of Arts and Cultural Studies. Qualifications and application requirements are included within the email.
4. Each applicant receives an email acknowledgement on the receipt of his or her materials and application. Applicants are also notified if any documentation is missing.
5. As applications are received, they are placed in a folder for each Committee Member to personally review. The folder also includes an abbreviated criterion rubric for notes and thoughts on each applicant.
6. The Committee meets to discuss candidates and determine which candidates are to be invited to a first interview.
7. Committee members and the Vice President of Academic Affairs conduct the first round of interviews of qualified candidates.
8. The Committee determines which candidates to invite for a second interview. Second interviews are open for CACS faculty participation.
9. An online confidential form sent to all CACS faculty members collects comments and gives suggested rank order of the candidates.
10. The committee meets to decide the rank order of candidates and submits their decision to the VPAA.
11. The VPAA confers with Department Chairs, Deans, the President, and others as appropriate on the recommendation and feedback from the faculty.
12. The VPAA recommends a Dean of the College of Arts and Cultural Studies to the President.

3.2 COLLEGE OF BUSINESS

3.2.1 Administrative Structure

3.2.1.1 Dean

In leading the College of Business, the dean performs the following functions:

1. Administers the academic undergraduate and graduate programs in the college as approved by the Board of Trustees and authorized by the President, the Provost, and the Vice President for Academic Affairs.
2. Coordinates the curricula of the various disciplines within the college.
3. Is actively involved with guest lecturing, panel presentations, team teaching, and other activities equal to three credit hours a year or equivalent service determined by the Vice President for Academic Affairs.
4. Promotes communication among students, parents, faculty, staff, chairs, and the public.
5. Develops, implements, and assesses academic programs, activities, policies, and procedures.
6. Approves the syllabi for all scheduled courses and submits them to the Vice President for Academic Affairs according to published deadlines.
7. Oversees, with the aid of the departmental chairs, academic assessment, including ePortfolio.
8. Determines faculty needs and, with the aid of the department chairs, recruits faculty members and endorses faculty members recommended by current faculty for appointment and promotions.
9. Completes paper work for hiring and terminating college employees.
10. Is responsible for leadership in matters of conduct, spiritual growth, and professional growth of college faculty members.
11. Directs strategic planning, including recommending new programs that should be adopted and current programs that should be eliminated.
12. Encourages interdisciplinary activities (cross-pollination).
13. Communicates the priorities of the College of Business to the Provost and the Vice President for Academic Affairs.
14. Assembles, approves, justifies, and manages the budgets of the college.
15. Reviews and approves student petitions.
16. Meets with students to address personal academic issues.
17. Approves purchase requisitions, work orders, and other requisitions.
18. Promotes research activities among college faculty members.
19. Organizes and leads summer workshops for chairs.
20. Oversees faculty discipline and grievance procedures.
21. Supervises the admission process for the graduate program in business.
22. Assigns and monitors student advisement of graduate students.
23. Prepares the schedule of graduate class offerings for the fall and spring semesters.
24. Oversees the production and/or revision of the College of Business' publications, including the college's sections of the University catalog and the *Faculty and Administration Handbook*.
25. Reports to the Vice President for Academic Affairs.

3.2.1.2 Chairs

In leading the College of Business, the chairs perform the following functions:

Undergraduate Department
1. Assists the college dean in the selection, supervision, and classification of college faculty members.
2. Recommends needed curriculum modifications within the department.
3. Proposes departmental assignments to the college dean after consultation with persons involved.
4. Teaches regularly scheduled courses for a minimum total of 9 credit hours per semester.

5. Receives for approval purchase requisitions, work orders, and all other requisitions made by members of the department.
6. Is responsible for ePortfolio implementation.
7. Submits syllabi for all scheduled courses to the college dean according to published deadlines.
8. Is responsible for advisement of departmental majors and minors.
9. Maintains an up-to-date departmental inventory.
10. Prepares the annual departmental budget.
11. Presents periodic status reports to the college dean.
12. Assists students through advisement and consultation, preparing paper work when appropriate.
13. Performs other duties as assigned by the dean.
14. Reports to the Dean of the College of Business.

Graduate School
1. Assists the college dean in the selection, supervision, and classification of school faculty members.
2. Recommends needed curriculum modifications within the department.
3. Proposes departmental assignments to the college dean after consultation with persons involved.
4. Teaches regularly scheduled courses for a minimum total of 6 credit hours per semester.
5. Receives for approval purchase requisitions, work orders, and all other requisitions made by members of the department.
6. Is responsible for ePortfolio implementation.
7. Submits syllabi for all scheduled courses to the college dean according to published deadlines.
8. Is responsible for advisement of departmental majors and minors.
9. Maintains an up-to-date departmental inventory.
10. Prepares the annual departmental budget.
11. Presents periodic status reports to the college dean.
12. Assists students through advisement and consultation, preparing paper work when appropriate.
13. Reports to the Dean of the College of Business.

3.2.2 Committees

3.2.2.1 Business Faculty Assembly
1. Consists of all full-time faculty members in the College of Business.
2. Functions as chief advisory committee of the college.
3. Addresses college-wide issues and makes decisions as requested by the college dean.
4. Considers for approval recommendations made by the College of Business Faculty Assembly committees.
5. Facilitates communication within the College of Business.
6. Coordinates with other faculty governance bodies.

3.2.2.2 Business Curriculum Committee
1. Maintains constant evaluation of the curriculum in the College of Business.
2. Accepts for consideration curriculum change proposals (excluding general education) that affect the College of Business and have been assigned a proposal number. The Curriculum Change Proposal form must be used.
3. Considers for approval curriculum change proposals (excluding general education) affecting the departments within the College of Business. Curriculum proposals are required for the following:

    a. Additions and/or deletions (including course reactivation) of courses, programs, degrees, majors, minors, cognates, and concentrations.

    b. Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.

    c. Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).

    d. Substantial changes in course content for existing courses. A name change that is not accompanied by course content changes or a grade mode change needs only the college dean's approval.

4. Presents recommendations for curriculum change proposals to the faculty assembly.

5. Forwards all college-approved curriculum changes to the University Faculty Senate President to inform the University Faculty Senate of the changes. The University Faculty Senate President submits the changes to the Vice President for Academic Affairs. If a student, program, or cross-listed course outside of a college is affected by any of the changes then that change must be approved by the University Faculty Senate and the University faculty prior to submitting that change to the Vice President for Academic Affairs.

6. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the entire assembly. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only two academic years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.

7. Communicates the following procedures for curriculum change with the faculty members in the College of Business:

    a. The person initiating the change completes the Curriculum Change Proposal form and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).

    b. The proposal receives the necessary signatures (e.g., chair, college dean, University Technical Editor, and Vice President for Academic Affairs) and proposal number before being submitted to the appropriate curriculum committee.

    c. The Curriculum Committee meets to vote on the proposed curriculum change.

    d. If approved, the proposal goes before the faculty assembly for a vote.

    e. If approved, the proposal receives a signature from chair of the Curriculum Committee.

    f. The chair of the Curriculum Committee forwards the proposal to the University Faculty Senate President. The University Faculty Senate President submits the proposal to the Vice President for Academic Affairs; if a student, program, or cross-listed course outside of the college is affected by the proposal then the proposal must be approved by the University Faculty Senate and the University faculty before the University Faculty Senate President may submit the proposal to the Vice President for Academic Affairs.

    g. Following final approval, the proposal is forwarded to the Registrar, who forwards a copy to each of the following people: the originator, Curriculum Committee Chair, Dean of the College of Business, Vice President for Academic Affairs, Coordinator of International Students, Dean of Learning Resources, Library Faculty Facilitator, and University Technical Editor. (Note: The curriculum change becomes effective with the next catalog.)

3.2.2.3   Business Research Committee

1. Receives and evaluates all research-grant applications submitted by college faculty members, whether funds are solicited from the University or form an outside funding source.

2. Makes recommendations to the faculty assembly concerning grant applications.

3. Serves in conjunction with the Director of Sponsored Programs and the University as a source of advice and information concerning application for research funds.

3.2.2.4   Computer and Information Services Committee

1. Examines the computing needs of the College of Business.

2. Encourages the development and application of computing skills throughout the business curriculum.
3. Recommends the appropriate hardware and software for the college.
4. Manages the student computer labs.
5. Interfaces with the Computer Network Committee for computer services and represents the interest of the college.

3.2.2.5   Business Faculty Development and Promotion Committee
1. Facilitates the professional development of faculty members within the college.
2. Promotes standards of excellence in faculty instruction.
3. Coordinates the process of promotion in rank, including working with the college dean in evaluating classroom performance of applicants.
4. Evaluates and recommends for promotion with appropriate rationale to the college dean.

3.2.2.6   Graduate School of Business Admissions Committee
1. Reviews applicant folders and determines admission status.
2. Determines the financial aid awards for graduate students in the Graduate School of Business.

3.2.2.7   Business Tenured Faculty
1. Consists of all tenured faculty members whose full-time contractual assignment is in the College of Business.
2. Performs the functions outlined under the section titled "Tenure" in Chapter 2 of this handbook.

3.2.2.8   Business Grievance Committee
1. Consists of the faculty cabinet and is chaired by the president of the faculty assembly.
2. Performs the functions outlined in the section titled "Grievance and Conflict Resolution Procedure" in Chapter 2 of this handbook.

3.2.3   College Policies
The College of Business adheres to all University policies, as recorded in the section titled "Policies and Procedures" in Chapter 2 of this handbook. The following policies are in addition to the University policies and apply only to the College of Business.

3.2.3.1   Definition of Terminal Degree in College of Business
A terminal degree, for the purpose of promotion, is defined to be a Ph.D. degree from a regionally accredited University (or foreign equivalent) in the fields of accounting, business, computers, economics, decision sciences, finance, international business, management, management information systems, or marketing. A faculty member is considered terminally qualified, for the purpose of accreditation, if the professional accrediting agency with which ORU is affiliated (currently ACBSP) certifies the person terminally qualified by their standards in at least 75% of the faculty member's teaching load. For example, a faculty member with a J.D. degree and teaching courses in business law or a person with a Ph.D. in Communications who is teaching business communications, public relations, or conflict resolution would be certified to be terminally qualified in those courses.

3.2.3.2   Full-Time Teaching Load in College of Business
The normal full-time teaching load is 24-25 credit hours per academic year (fall and spring semesters) for undergraduate faculty members; extra compensation begins at 26 hours except when an accrediting agency imposes other requirements. The normal full-time teaching load is 18 credit hours per academic year (fall and spring semesters) for graduate faculty members; extra compensation begins at 20 hours. Generally, advisement time, class preparation time, course coordination duties, and office hours do not earn load credit; such duties are responsibilities of all faculty members.

3.2.3.3   Office Hours for College of Business Faculty

Faculty members are expected to post and maintain a schedule that provides a minimum of 7½ office hours per week distributed with at least one hour per academic day for the purpose of advising and/or consulting with students. Times scheduled must be convenient for students. Faculty members need to be available in their offices for walk-in traffic or phone calls during scheduled office hours.

3.2.3.4   Dean Selection Procedure

When an opening in the Dean of the College of Business position is anticipated:

1. A search committee should be appointed by the college faculty. The committee should represent a diversity of disciplines, gender, ethnicity, and experience. The committee will elect a chair.
2. The search committee should determine the appropriate methods to advertise and post the job opening.
3. The search committee will be responsible for receiving, reviewing, and evaluating all enquiries and applications. The search committee will determine candidates that should move forward in the application process. The search committee will conduct interviews (by phone or in-person) with each of these candidates. These interviews will be done in accordance with the required processes/standards for a standard faculty appointment and will be guided by the following College of Business Dean Search Questions.
   a. What do you understand the mission/vision of Oral Roberts University and the School of Business to be?
   b. Pursuant to that mission/vision, where to you see the dean's role? What do you feel you would bring to the School in the following areas: calling/giftings; experience/qualifications; and strengths/vision
   c. Similarly, what are a few things that you would desire to improve in yourself in order to be better equipped for this position in the future?
   d. Oral Roberts University is a university that is closely associated with ministry. What does this mean to you and how would this concept fit or shape your leadership/management style?
   e. How would you describe your leadership style? What is the most diverse group you have had to lead? How did your style impact this group?   Please share a specific challenge? What would your role and leadership/management style be when it comes to working with our faculty and staff?
   f. What would you see your role to be in interacting with: current students—undergraduate and graduate; prospective students—undergraduate and graduate; industry; alumni; donors—current and prospective; ORU administration—including the other deans and chairs; other educational institutions; ACBSP—the Association of Collegiate Business Schools and Programs; and distinguished guests and speakers and continuing education programs
   g. From your own perceptions of ORU and the ORU School of Business, what is your vision for the school? What would you see your role to be in repositioning, marketing, and growing the school? What might be some of the specific areas you would concentrate on in that process?
   h. What is your exposure to and perceptions of non-traditional (Webnet) educational delivery programs?
   i. Why do you want to be Dean of the School of Business? How would you prioritize your energies into the job if you are the successful candidate?
   j. What is the appropriate balance between teaching (subdivided into undergraduate and graduate), research and service? How do you intend to maintain that balance?
   k. What specifically will you do to increase enrollment, increase outside funding, and increase teaching, research, and service excellence.
   l. Tell us about your relationship with the Lord. What do you believe? Why? Could you give us examples of how your prayers were answered or how the Spirit leads you? What

are your personal beliefs and experiences concerning the fruit of the Spirit and the gifts of the Spirit?

4. The search committee will present to the college faculty the top candidate(s) the committee is recommending to be interviewed and in-person interview days will be scheduled for each of these candidates.

5. On each candidate's interview day(s), 2 separate sessions will be scheduled for the candidate to interact personally with the faculty and to present qualifications for the dean position in accordance with the general categories listed in the following College of Business Dean's General Qualifications.

    a. Faith and Christian Charismatic Experience. This requires the candidate to profess Jesus Christ as Lord and Savior, to agree to live a life in accordance with the ORU Honor Code and the *Faculty and Administration Handbook*, and to demonstrate faith and the Christian charismatic experience in accordance with all of the pre-requisites for filling a faculty appointment.

    b. Academic Credentials. This requires a doctoral degree in a business-related discipline as defined according to any specialized business school accreditation the school is associated with at the time of the interview. In extraordinary circumstances other credentialing standards may be acceptable.

    c. Calling. This requires the candidate to be able to articulate a calling to the position of dean.

    d. Experience.
        i. Academic—not from a degree seeking perspective, but rather from understanding and engaging in academia and the attending systems, structures, and processes (including "responsibility budgeting") found in higher education academic institutional settings.
        ii. Industry Relations
        iii. Stakeholder Relations

    e. Job Description Fit.
        i. ORU School of Business and University mission
        ii. Vision Casting and Academic Leadership
        iii. Responsibility Budgeting
        iv. Student Recruitment and Retention
        v. Industry and Other Stakeholder Relations
        vi. Fundraising Support

6. Faculty will be allowed to sign up for individual or small group interview sessions with the candidate as desired.

7. After all of the top candidates have participated in their interview day(s), the College of Business faculty members will meet, discuss the candidates, and conduct a confidential vote to recommend a candidate for consideration. The outcome of this vote will be communicated by the search committee and the current dean to the College of Business faculty members, the Vice-President for Academic Affairs, the Provost, and the President of the University.

8. The VPAA, Provost, and President are responsible to consider the recommendation, conduct follow-up interviews as desired, and to recommend the individual they select to the Board of Trustees.

9. If no candidate is successfully appointed by the Board of Trustees, the process must begin again.

10. If at any time the dean position is vacant while a search is being conducted, the President shall appoint an interim dean. It is recommended that this appointment be done with opportunity provided by President for College of Business faculty members input and feedback.

3.3   COLLEGE OF EDUCATION

3.3.1   Administrative Structure

3.3.1.1   Dean

In leading the College of Education, the dean performs the following functions:

1. Administers the academic undergraduate and graduate programs in the College as approved by the Board of Trustees and authorized by the President, the Provost, and the Vice President for Academic Affairs.
2. Determines faculty needs and, with the aid of the department chairs, recruits faculty members and endorses faculty members recommended by current faculty for appointment and promotions.
3. Is actively involved with guest lecturing, panel presentations, team teaching, and other activities equal to three credit hours a year or equivalent service determined by the Vice President for Academic Affairs.
4. Reviews and approves paper work for hiring and terminating college employees.
5. Is responsible for leadership in matters of conduct, spiritual growth, and professional growth of college faculty members.
6. Assembles, approves, justifies, and manages the budgets of the college.
7. Approves purchase requisitions, work orders, and other requisitions.
8. Coordinates the curricula of the various disciplines within the college.
9. Promotes communication among students, parents, faculty, staff, chairs, and the public.
10. Develops, implements, and assesses academic programs, activities, policies, and procedures.
11. Approves the syllabi for all scheduled courses and submits them to the Vice President for Academic Affairs according to published deadlines.
12. Oversees the College of Education's academic assessment system.
13. Is responsible for achieving and maintaining accreditation of all programs and positive relationships with certifying and accrediting agencies.
14. Represents the College of Education on matters pertaining to the Oklahoma State Department of Education and the Oklahoma Commission for Teacher Preparation.
15. Directs strategic planning, including recommending new programs that should be adopted and current programs that should be eliminated.
16. Encourages interdisciplinary activities (cross-pollination).
17. Communicates the priorities of the College of Education to the Provost and to the Vice President for Academic Affairs.
18. Reviews and approves student petitions.
19. Meets with students to address personal academic issues.
20. Promotes research activities among college faculty members.
21. Organizes and leads workshops for college faculty members.
22. Oversees faculty discipline and grievance procedures.
23. Supervises the admission process for the graduate program in education.
24. Assigns and monitors student advisement of graduate students.
25. Oversees the production and/or revision of the College of Education's publications, including the college's sections of the University catalog and the *Faculty and Administration Handbook*.
26. Reports to the Vice President of Academic Affairs.

3.3.1.2   Chairs

In leading the College of Education, the chairs perform the following functions:

Undergraduate Department
1. Serves as the College of Education representative to the University's Chairs Council.
2. Serves as coordinator of the Teacher Education Preparation Program.

3. Serves as coordinator of the undergraduate education faculty and as chair of the Undergraduate Council.
4. Reviews and submits syllabi to the college dean for scheduled undergraduate department courses.
5. Teaches regularly scheduled courses for a minimum total of 6 credit hours per semester.
6. Assists the dean with academic assessment, including ePortfolio.
7. Is responsible for coordinating advisement of departmental majors and minors.
8. Reviews and submits textbook orders to the college dean for scheduled undergraduate courses.
9. Recommends curriculum revisions within the college.
10. Coordinates drafting and managing the undergraduate college budget in conjunction with the dean.
11. Coordinates records, statistics, and documentation of undergraduate education programs for state, HLC, and NCATE accreditations in conjunction with the dean.
12. Reports to the Dean of the College of Education.

Graduate School
1. Serves as coordinator of the graduate education faculty.
2. Serves as the chair for the School of Education Graduate Council.
3. Reviews and submits syllabi to the college dean for scheduled graduate department courses.
4. Teaches regularly scheduled courses for a minimum total of 6 credit hours per semester.
5. Reviews and submits textbook orders to the college dean for scheduled graduate department courses.
6. Assists the dean in completing paper work for hiring and terminating department employees.
7. Assists the dean with academic assessment, including ePortfolio.
8. Is responsible for coordinating advisement of departmental majors and minors.
9. Coordinates drafting and managing the Graduate School of Education budget in conjunction with the college dean.
10. Coordinates records, statistics, and documentation for the graduate school programs for state, HLC, and NCATE accreditations in conjunction with the college dean.
11. Reports to the Dean of the College of Education.

3.3.1.3   Coordinators, Directors, and Officers
In assisting the leadership of the College of Education, the coordinators, directors, and officers perform the following functions:

Coordinator of Student Teaching/Internship
1. Coordinates the Student Teaching/Intern Program within the College of Education and with area school districts, in accordance with policies and procedures of the Oklahoma Commission for Teacher Preparation and the College of Education.
2. Prepares appropriate reports of Student Teaching/Intern Program activities and submits them to the undergraduate chair and college dean for review and approval.
3. Assists the undergraduate chair in selection of faculty members to serve as Student Teaching/Intern Program supervision/evaluation team members.
4. Reports to the Chair of the College of Education Undergraduate Department.

Coordinator of Field Experience
1. Is responsible for coordinating all field experiences.
2. Assists other faculty members with practicum placements.
3. Assesses field experience assignments.
4. Records demographic information for field experience placements.
5. Reports to the Chair of the College of Education Undergraduate Department.

Coordinator of English Language Learner (ELL) Program

1. Coordinates the ELL Program.
2. Works with the college dean and chairs in the selection, assignment, and evaluation of TESL faculty and staff.
3. Presents regular status reports to the college dean.
4. Reports to the Chair of the Undergraduate Department of Education.

Coordinator of Early Childhood Education Program

1. Coordinates the Early Childhood Education Program.
2. Works with the college dean and chairs in the selection, assignment, and evaluation of faculty and staff.
3. Presents regular status reports to the college dean.
4. Reports to the Chair of the College of Education Undergraduate Department.

Coordinator of Christian School Administration Program

1. Coordinates the Christian School Administration Program.
2. Works with the college dean and chairs in the selection, assignment, and evaluation of faculty and staff.
3. Presents regular status reports to the college dean.
4. Reports to the Chair of the Graduate School of Education.

Coordinator of Public School Administration Program

1. Coordinates the Public School Administration Program.
2. Works with the college dean in the selection, assignment, and evaluation of faculty and staff.
3. Presents regular status reports to the college dean.
4. Reports to the Chair of the Graduate School of Education.

Recruiter for Graduate Admissions

1. Coordinates all aspects of recruitment and admission of graduate students in the Graduate School of Education.
2. Is responsible for the development of brochures, forms, and other literature promoting graduate education.
3. Reports to the Chair of the Graduate School of Education.

Director of Teacher Education

1. Ensures that all programs leading to certification are aligned with the institutional, state, and national accreditation requirements.
2. Reports to the Dean of the College of Education.

Director of Curriculum Media Center (CMC)

1. Oversees the day-to-day operations of the Curriculum Media Center.
2. Maintains current inventory of materials and equipment assigned to the Curriculum Media Center.
3. Assists the college dean in the preparation of and administration of the Curriculum Media Center budget.
4. Prepares purchase requisitions for Curriculum Media Center materials and equipment and submits them for review by the college dean.
5. Presents regular status reports to the college dean.
6. Reports to the Dean of the College of Education.

Director of Education Technology Center (ETC)

1. Oversees the day-to-day operations of the Education Technology Center.

2. Maintains current inventory of materials and equipment assigned to the Education Technology Center.
3. Assists the college dean in the preparation of and administration of the Education Technology Center budget.
4. Prepares purchase requisitions for Education Technology Center materials and equipment and submits them for review by the college dean.
5. Presents regular status reports to the college dean.
6. Reports to the Dean of the College of Education.

Certification and Records Officer
1. Maintains official college files for graduate and undergraduate students, in cooperation with student advisors.
2. Prepares all applications associated with student requests for certification/licensure and submits them to the college dean for review and approval, in accordance with policies and procedures of the State Department of Education and the Oklahoma Commission for Teacher Preparation.
3. Works with the dean in matters concerning certification/licensure applications, transcript reviews, and analyses of student transcripts from other universities, colleges, and schools.
4. Maintains all statistical data for the College of Education.
5. Prepares institutional, state, and national statistics reports for the College of Education.
6. Reports to the Dean of the College of Education.

3.3.2   Committees

3.3.2.1   Education Faculty Assembly
1. Consists of all full-time faculty members in the College of Education and representatives from each area of certification.
2. Recommends program modifications and policy changes within the College of Education.
3. Provides communication among those involved in the licensure and certification processes, allowing for an exchange of ideas on issues that might affect other areas of the University and its relationships with public and private schools.
4. Reviews and assesses all functions of the Professional Education Program.
5. Considers for approval recommendations made by the College of Education committees.

3.3.2.2   Undergraduate Education Council
1. Is chaired by the Chair of the Undergraduate Department of Education.
2. Is composed of all full-time undergraduate faculty members, representatives of each area of certification, the dean of the College of Education, the chair of the Undergraduate Education Department, and the Certification and Records Officer.
3. Reviews and recommends policy changes within the Department of Undergraduate Education to the College of Education Faculty Assembly.
4. Serves as the Undergraduate Education Curriculum and Academic Standards Committee.

3.3.2.3   Undergraduate Education Curriculum and Academic Standards Committee
1. Implements the mandate given by the Holy Spirit to build a program on God's Word, including a strong commitment to missions.
2. Fulfills the mission of the College of Education and the University by developing sound curriculum and high academic standards.
3. Satisfies accreditation standards and the Oklahoma Commission for Teacher Preparation licensure and certification requirements.

Responsibilities Relating to Curriculum
1. Maintains constant evaluation of the curriculum in the College of Education Undergraduate Department.
2. Accepts for consideration curriculum change proposals (excluding general education) that affect the College of Education Undergraduate Department and have been assigned a proposal number. The Curriculum Change Proposal form must be used.
3. Considers for approval curriculum change proposals (excluding general education) affecting the College of Education Undergraduate Department. Curriculum proposals are required for the following:
   a. Additions and/or deletions (including course reactivation) of courses, programs, degrees, majors, minors, cognates, and concentrations.
   b. Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.
   c. Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).
   d. Substantial changes in course content for existing courses. A name change that is not accompanied by course content changes or a grade mode change needs only the college dean's approval.
4. Presents recommendations for curriculum change proposals to the faculty assembly.
5. Forwards all college-approved curriculum changes to the University Faculty Senate President to inform the University Faculty Senate of the changes. The University Faculty Senate President submits the changes to the Vice President for Academic Affairs. If a student, program, or cross-listed course outside of a college is affected by any of the changes, then that change must be approved by the University Faculty Senate and the University faculty prior to submitting that change to the Vice President for Academic Affairs.
6. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the entire assembly. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only two academic years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.
7. Communicates the following procedures for curriculum change with the faculty members in the College of Education Undergraduate Department:
   a. The person initiating the change completes the Curriculum Change Proposal form and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).
   b. The proposal receives the necessary signatures (e.g., chair, college dean, University Technical Editor, and Vice President for Academic Affairs) and proposal number before being submitted to the appropriate curriculum committee.
   c. The Curriculum Committee meets to vote on the proposed curriculum change.
   d. If approved, the proposal goes before the faculty assembly for a vote.
   e. If approved, the proposal receives a signature from chair of the Curriculum Committee.
   f. The chair of the Curriculum Committee forwards the proposal to the University Faculty Senate President. The University Faculty Senate President submits the proposal to the Vice President for Academic Affairs; if a student, program, or cross-listed course outside of the college is affected by the proposal then the proposal must be approved by the University Faculty Senate and the University faculty before the University Faculty Senate President may submit the proposal to the Vice President for Academic Affairs.
   g. Following final approval, the proposal is forwarded to the Registrar, who forwards a copy to each of the following people: the originator, Curriculum Committee Chair, Dean of the College of Education, Vice President for Academic Affairs, Coordinator of International Students, Dean of Learning Resources, Library Faculty Facilitator, and University Technical Editor. (Note: The curriculum change becomes effective with the next catalog.)

8. Promotes the integration of Biblical principles, including the inspiration and work of the Holy Spirit, into academic curriculum.
9. Develops teachers as "living curriculum" who teach skills and model Christian values.
10. Assesses curriculum, scope, and sequence, as well as student learning.
11. Promotes continuous research and evaluation of new perspectives and ideas for education.

Responsibilities Relating to Academic Standards
1. Encourages excellence in the quest for Biblical knowledge, understanding, and wisdom.
2. Works with the Undergraduate Admission and Retention in Teacher Education Committee to evaluate current academic standards for incoming students, for matriculation into professional education courses, and for graduation candidates.
3. Cooperates with faculty representatives from the content areas to encourage high academic standards.
4. Encourages a discourse on grading procedures and expectations.

3.3.2.4   Undergraduate Admission and Retention in Teacher Education Committee
1. Consists of the chair of the Undergraduate Education Department and selected undergraduate faculty members.
2. Ensures that policies and procedures to maintain admission and retention standards follow state and regional teacher licensure/certification and accreditation guidelines.
3. Monitors professional education program needs and standards.
4. Monitors state policy reforms and recommends ORU policy changes that conform to new guidelines.
5. Disperses student-standing documentation, including those related to the Professional Education Program (PEP).
6. Informs students of acceptance into PEP.
7. Administers the college's retention policy.
8. Administers the college's policy for admitting graduate students for certification.
9. Oversees subcommittees that interview, evaluate, and make recommendations concerning the admission and retention of students in PEP. The subcommittee for each student is chaired by the student's advisor and consists of one other faculty member, the student's department chair, and a representative from the College of Education.
10. Serves as the Undergraduate Education Grievance Committee.

3.3.2.5   Undergraduate Education Grievance Committee
1. Consists of the members of the Undergraduate Admissions and Retention in Teacher Education Committee.
2. Performs the functions outlined in the section titled "Grievance and Conflict Resolution Procedure" in Chapter 2 of this handbook.

3.3.2.6   Undergraduate Education Scholarships, Honors, and Awards Committee
1. Identifies and secures funding for scholarships and awards.
2. Develops and selects areas of recognition.
3. Announces scholarships and awards available to students and faculty.
4. Supervises the selection of recipients and the formal presentations of awards and scholarships to students and faculty.
5. Facilitates communication between the College of Education and other ORU colleges, the University Faculty Senate Awards Committee, and the administration with regard to University awards and the selection process.

3.3.2.7   Undergraduate Student Teaching Admission and Placement Committee

1. Oversees the procedures for admission to and placement in the student teaching/internship phase of the teacher education program.
2. Reviews and acts upon requests to place student teachers out of the area ("student teaching away").
3. Oversees revisions to the *Student Teacher Handbook*.
4. Oversees revisions to the student teaching evaluation forms.
5. Assists with the student teaching seminar, at the request of the Coordinator of Student Teaching/Internship.

3.3.2.8   Graduate Education Council

1. Is chaired by the Graduate School of Education chair.
2. Is composed of all full-time graduate faculty members, the dean of the College of Education, and the chair of the Graduate School of Education.
3. Reviews and recommends policy changes within the Graduate School of Education to the College of Education Faculty Assembly.
4. Serves as the Graduate Curriculum and Academic Standards Committee.

3.3.2.9   Graduate Education Curriculum and Academic Standards Committee

1. Implements the mandate given by the Holy Spirit to build a program on God's Word, including a strong commitment to missions.
2. Fulfills the mission of the College of Education and the University by developing sound curriculum and high academic standards.
3. Satisfies accreditation standards and the Oklahoma Commission for Teacher Preparation licensure and certification requirements.

Responsibilities Relating to Curriculum
1. Maintains constant evaluation of the curriculum in the Graduate School of Education.
2. Accepts for consideration curriculum change proposals (excluding general education) that affect the Graduate School of Education and have been assigned a proposal number. The Curriculum Change Proposal form must be used.
3. Considers for approval curriculum change proposals (excluding general education) affecting the Graduate School of Education. Curriculum proposals are required for the following:
   a. Additions and/or deletions (including course reactivation) of courses, programs, degrees, majors, minors, cognates, and concentrations.
   b. Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.
   c. Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).
   d. Substantial changes in course content for existing courses. A name change that is not accompanied by course content changes or a grade mode change needs only the college dean's approval.
4. Presents recommendations for curriculum change proposals to the faculty assembly.
5. Forwards all college-approved curriculum changes to the University Faculty Senate President to inform the University Faculty Senate of the changes. The University Faculty Senate President submits the changes to the Vice President for Academic Affairs. If a student, program, or cross-listed course outside of a college is affected by any of the changes then that change must be approved by the University Faculty Senate and the University faculty prior to submitting that change to the Vice President for Academic Affairs.
6. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the entire assembly. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only

two academic years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.

7. Communicates the following procedures for curriculum change with the faculty members in the Graduate School of Education:
   a. The person initiating the change completes the Curriculum Change Proposal form and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).
   b. The proposal receives the necessary signatures (e.g., chair, college dean, University Technical Editor, and Vice President for Academic Affairs) and proposal number before being submitted to the appropriate curriculum committee.
   c. The Curriculum Committee meets to vote on the proposed curriculum change.
   d. If approved, the proposal goes before the faculty assembly for a vote.
   e. If approved, the proposal receives a signature from chair of the Curriculum Committee.
   f. The chair of the Curriculum Committee forwards the proposal to the University Faculty Senate President. The University Faculty Senate President submits the proposal to the Vice President for Academic Affairs; if a student, program, or cross-listed course outside of the college is affected by the proposal then the proposal must be approved by the University Faculty Senate and the University faculty before the University Faculty Senate President may submit the proposal to the Vice President for Academic Affairs.
   g. Following final approval, the proposal is forwarded to the Registrar, who forwards a copy to each of the following people: the originator, Curriculum Committee Chair, Dean of the College of Education, Vice President for Academic Affairs, Coordinator of International Students, Dean of Learning Resources, Library Faculty Facilitator, and University Technical Editor. (Note: The curriculum change becomes effective with the next catalog.)

Responsibilities Relating to Academic Standards
1. Encourages excellence in the quest for Biblical knowledge, understanding, and wisdom.
2. Serves as the Graduate Admission and Retention Committee to evaluate current academic standards for incoming students, for matriculation into professional education courses, and for graduation candidates.
3. Cooperates with faculty representatives from the content areas to encourage high academic standards.
4. Encourages a discourse on grading procedures and expectations.

3.3.2.10   Graduate Education Admission and Retention Committee
1. Consists of the Graduate Council members.
2. Oversees the procedures for admission to and placement in the graduate program.
3. Oversees revisions to the *Graduate Handbook*.
4. Ensures that policies and procedures to maintain admission and retention standards follow state and regional advanced and professional licensure/certification and accreditation guidelines.
5. Administers the school's retention policy.

3.3.2.11   Graduate Education Grievance Committee
1. Consists of the Graduate Council members.
2. Performs the functions outlined in the section titled "Grievance and Conflict Resolution Procedure" in Chapter 2 of this handbook.

3.3.2.12   Graduate Education Scholarships, Honors, and Awards Committee
1. Consists of the Graduate Council members.
2. Identifies and secures funding for scholarships and awards.
3. Develops and selects areas of recognition.
4. Announces scholarships and awards available to students and faculty.

5. Supervises the selection of recipients and the formal presentations of awards and scholarships to students and faculty.
6. Facilitates communication between the Graduate School of Education, the Undergraduate Department of the College of Education, and other ORU colleges, the University Faculty Senate Awards Committee, and the administration with regard to University awards and the selection process.

3.3.2.13 Graduate Education Distance Learning Committee
1. Consists of the Graduate Council members.
2. Oversees the graduate internal modular and online courses.
3. Reviews and approves applicants for the graduate Distance Learning program.
4. Makes recommendations for policy and procedures.
5. Oversees the revision of the graduate distance learning student handbooks.

3.3.2.14 Education Faculty Professional Development Committee
1. Consists of selected members of the Undergraduate Council and Graduate Council and a P-12 school representative.
2. Facilitates the professional development of faculty members within the college.
3. Approves professional development requests.
4. Maintains faculty development activity records.

3.3.2.15 Education Assessment and Unit Evaluation Committee
1. Composed of undergraduate and graduate faculty members and extended faculty members from the subject discipline areas.
2. Conducts an annual review of the College of Education's assessment system including the ePortfolio project and makes recommendations to the Faculty Assembly for revisions, additions, and/or deletions.
3. Systematically assesses and evaluates the data from the College of Education's assessment system and makes recommendations for program and unit improvements.

3.3.2.16 Professional Community Review of Education Committee
1. Composed of representatives from partner schools including teachers, administrators, private school representatives, parents, business community leaders, and University faculty members from outside the College of Education.
2. Serves to systematically assess and evaluate the College of Education's performance.
3. Performs an on-site evaluation of the College of Education, at least once, between the NCATE and state continuing accreditation visit.
4. Makes recommendations to the College of Education for program improvement.

3.3.2.17 Education Tenured Faculty
1. Consists of all tenured faculty members whose full-time contractual assignment is in the College of Education.
2. Performs the functions outlined under the section titled "Tenure" in Chapter 2 of this handbook.
3. Promotes standards of excellence in faculty instruction.

3.3.2.18 Education Promotions Committee
1. Consists of all tenured faculty members in the College of Education.
2. Promotes standards of excellence in faculty instruction.
3. Coordinates the process of promotion in rank, including working with the college dean in evaluating classroom performance of applicants.
4. Evaluates and recommends for promotion with appropriate rationale to the college dean.
5. Identifies opportunities for continued training.

3.3.3   College Policies

The College of Education adheres to all University policies, as recorded in the section titled "Policies and Procedures" in Chapter 2 of this handbook. The following policies are in addition to the University policies and apply only to the College of Education.

3.3.3.1   Definition of Terminal Degree in College of Education

For the College of Education, a terminal degree is defined as an earned doctorate from a regionally and/or professionally accredited institution in an area appropriate to the instructional assignment.

3.3.3.2   Full-Time Teaching Load in College of Education

The normal full-time teaching load is 24-25 credit hours per academic year (fall and spring semesters) for undergraduate faculty members; extra compensation begins at 26 hours. The normal full-time teaching load is 18 credit hours per academic year (fall and spring semesters) for graduate faculty members; extra compensation begins at 20 hours. Generally, advisement time, class preparation time, course coordination duties, and office hours do not earn load credit; such duties are responsibilities of all faculty members.

3.3.3.3   Office Hours for College of Education Faculty

Faculty members are expected to post and maintain a schedule that provides a minimum of 7½ office hours per week distributed with at least one hour per academic day for the purpose of advising and/or consulting with students. Faculty members are expected to be involved in teaching, student advisement, student visitation, and/or other related on-campus duties at least 24 hours per week during the academic year (fall and spring semesters). Each faculty member shall file a copy of his or her weekly schedule with the college dean by the end of the first week of each semester.

3.4   ANNA VAUGHN COLLEGE OF NURSING

3.4.1   Administrative Structure

3.4.1.1   Dean
In leading the Anna Vaughn College of Nursing, the dean performs the following functions:
1. Administers the undergraduate program in the College as approved by the Board of Trustees and authorized by the President, Provost, and Vice President for Academic Affairs.
2. Determines faculty needs and, with the aid of the coordinators, recruits faculty members and endorses faculty members recommended by current faculty for appointment and promotions.
3. Is actively involved with guest lecturing, panel presentations, team teaching, and other activities equal to three credit hours a year or equivalent service determined by the Vice President for Academic Affairs.
4. Completes paper work for hiring and terminating department employees.
5. Is responsible for leadership in matters of conduct, spiritual growth, and professional growth of college faculty members.
6. Assembles, approves, justifies, and manages the budgets of the college.
7. Approves purchase requisitions, work orders, and other requisitions.
8. Supervises the development of the nursing curriculum.
9. Promotes communication among students, parents, faculty, staff, chairs, and the public.
10. Develops, implements, and assesses the academic program, activities, policies, and procedures.
11. Approves the syllabi for all scheduled courses and submits them to the Vice President for Academic Affairs according to published deadlines.
12. Oversees academic assessment, including implementation of ePortfolio.
13. Is responsible for achieving and maintaining accreditation of the nursing program and positive relationships with licensing and accrediting agencies.
14. Directs strategic planning, including recommending new programs that should be adopted and current programs that should be eliminated.
15. Encourages interdisciplinary activities (cross-pollination).
16. Communicates the priorities of the College of Nursing to the Provost and to the Vice President for Academic Affairs.
17. Reviews and approves student petitions.
18. Meets with students to address personal academic issues.
19. Oversees faculty discipline and grievance procedures.
20. Supervises the admission process for nursing programs.
21. Prepares the schedule of course class offerings for the fall and spring semesters.
22. Administers the use of facilities and equipment within the College of Nursing.
23. Oversees the production and/or revision of the College of Nursing's publications, including the college's sections of the University catalog and the *Faculty and Administration Handbook.*
24. Promotes programs in research and patient care in the areas of individual, family, and community for the College of Nursing.
25. Reports to the Vice President for Academic Affairs.

3.4.1.2   Coordinators
In assisting the dean in leading the College of Nursing, the coordinators perform the following functions:
1. Have authority and responsibility for the administration of the courses as assigned.
2. Provide leadership to members of course teaching teams in the following activities:
   a. Developing the nursing curriculum to be consistent with the College of Nursing's mission, philosophy, and goals.
   b. Revising courses in a manner consistent with assessment data and current professional nursing practices.

    c.   Selecting clinical facilities that provide a variety of learning experiences that lead to desired outcomes.

    d.   Selecting learning resources that promote student learning.

3. Provide leadership in the spiritual and professional growth of the faculty and students within the courses they coordinate.

4. Participate in the recommendation and approval of faculty appointments and promotion.

5. Report to the Dean of the College of Nursing.

3.4.2 Committees

3.4.2.1 Nursing Faculty Assembly

1. Consists of the following:
    a.   The dean of the College of Nursing, who serves as chair.
    b.   Full-time faculty members holding academic rank of instructor or above, who have voting rights.
    c.   Part-time faculty members, who have a voice without voting rights.

2. Facilitates communication within the college and with other colleges and departments in the ORU academic community.

3. Serves as the primary policy and advisory body on academic matters in the College of Nursing.

4. Receives reports and considers for approval recommendations made by the College of Nursing councils and committees.

5. Acts on college-wide issues brought to the assembly by the college dean.

6. Makes decisions consonant with the policies and procedures of the University.

7. Provides nursing leadership within the profession and community.

8. Interprets the mission and needs of the College of Nursing to the community.

9. Serves as the members of the Nursing Council.

10. Serves as the members of the Curriculum Committee.

3.4.2.2 Undergraduate Nursing Council

1. Provides direction in the development, implementation, and evaluation of the undergraduate program.

2. Functions as a policy-making body for the undergraduate nursing program.

3. Monitors recruitment efforts for undergraduate nursing students and undergraduate faculty members.

4. Advises the college dean on decisions related to student progression in the nursing program.

5. Establishes peer review mechanisms for the undergraduate faculty members.

6. Establishes standards for admission, progression, and graduation of undergraduate students.

7. Recommends acquisitions for library holdings, online databases, and sim-lab equipment.

8. Recommends students and faculty members for College of Nursing honors.

9. Coordinates the development and administration of the semi-annual dosage and solution proficiency exam.

10. Serves as an advisory body to the college dean.

11. Maintains constant evaluation of the curriculum in the College of Nursing.

12. Accepts for consideration curriculum change proposals (excluding general education) that affect the College of Nursing and have been assigned a proposal number. The Curriculum Change Proposal form must be used.

13. Considers for approval curriculum change proposals (excluding general education) affecting the departments within the College of Nursing. Curriculum proposals are required for the following:
    a.   Additions and/or deletions (including course reactivation) of courses, programs, degrees, majors, minors, cognates, and concentrations.
    b.   Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.

    c.   Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).

    d.   Substantial changes in course content for existing courses. A name change that is not accompanied by course content changes or a grade mode change needs only the college dean's approval.

14. Presents recommendations for curriculum change proposals to the faculty assembly.

15. Forwards all college-approved curriculum changes to the University Faculty Senate President to inform the University Faculty Senate of the changes. The University Faculty Senate President submits the changes to the Vice President for Academic Affairs. If a student, program, or cross-listed course outside of a college is affected by any of the changes then that change must be approved by the University Faculty Senate and the University faculty prior to submitting that change to the Vice President for Academic Affairs.

16. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the entire assembly. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only two academic years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.

17. Communicates the following procedures for curriculum change with the faculty members in the College of Nursing:

    a.   The person initiating the change completes the Curriculum Change Proposal form and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).

    b.   The proposal receives the necessary signatures (e.g., chair, college dean, University Technical Editor, and Vice President for Academic Affairs) and proposal number before being submitted to the appropriate curriculum committee.

    c.   The Curriculum Committee meets to vote on the proposed curriculum change.

    d.   If approved, the proposal goes before the faculty assembly for a vote.

    e.   If approved, the proposal receives a signature from chair of the Curriculum Committee.

    f.   The chair of the Curriculum Committee forwards the proposal to the University Faculty Senate President. The University Faculty Senate President submits the proposal to the Vice President for Academic Affairs; if a student, program, or cross-listed course outside of the college is affected by the proposal then the proposal must be approved by the University Faculty Senate and the University faculty before the University Faculty Senate President may submit the proposal to the Vice President for Academic Affairs.

    g.   Following final approval, the proposal is forwarded to the Registrar, who forwards a copy to each of the following people: the originator, Curriculum Committee Chair, Dean of the College of Nursing, Vice President for Academic Affairs, Coordinator of International Students, Dean of Learning Resources, Library Faculty Facilitator, and University Technical Editor. (Note: The curriculum change becomes effective with the next catalog.)

3.4.2.3   Nursing Learning Resources Committee

1. Identifies gaps in library and college holdings.
2. Recommends new library and college acquisitions.
3. Recommends removal of outdated materials.
4. Works with the librarians on solving user problems.
5. Monitors acquisitions for expansion of computer resources such as videos and simulated laboratory equipment.

3.4.2.4   Nursing Admissions, Progression, Graduation, and Awards Committee

1. Recommends criteria for admission, progression, and graduation.
2. Monitors student GPAs.
3. Recommends students and faculty members for College of Nursing honors.

4. Coordinates the development and administration of the semi-annual dosage and solution proficiency exam.
5. Advises the college dean on decisions related to student progression in the nursing program.

3.4.2.5   Nursing Tenured Faculty
1. Consists of all tenured faculty members whose full-time contractual assignment is in the College of Nursing.
2. Performs the functions outlined under the section titled "Tenure" in Chapter 2 of this handbook.

3.4.2.6   Nursing Grievance Committee
1. Consists of the faculty members appointed by the college dean.
2. Performs the functions outlined in the section titled "Grievance and Conflict Resolution Procedure" in Chapter 2 of this handbook.

3.4.3   College Policies
The Anna Vaughn College of Nursing adheres to all University policies, as recorded in the section titled "Policies and Procedures" in Chapter 2 of this handbook. The following policies are in addition to the University policies and apply specifically to the College of Nursing.

3.4.3.1   Definition of Terminal Degree in College of Nursing
A terminal degree is an earned doctorate from a regionally and/or professionally accredited institution in an area appropriate to the instructional assignment.

3.4.3.2   Full-Time Teaching Load in College of Nursing
The normal full-time teaching load is 24-25 credit hours per academic year (fall and spring semesters). Extra compensation begins at 26 hours per academic year (fall and spring semesters). Generally, advisement time, class preparation time, course coordination duties, and office hours do not earn load credit; such duties are responsibilities of all faculty members.

3.4.3.3   Office Hours for College of Nursing Faculty
Faculty members are expected to post and maintain a schedule that provides a minimum of 5 office hours per week distributed with at least one hour per day during four days of the week unless precluded by clinical schedule with approval of the dean. Times posted must be convenient for students. Faculty members need to be available in their offices for walk-in traffic or phone calls during scheduled office hours. Nursing faculty members meet with students for consultation at clinical sites up to two days a week.

3.5 COLLEGE OF SCIENCE AND ENGINEERING

3.5.1 Administrative Structure

3.5.1.1 Dean

In leading the College of Science and Engineering, the dean performs the following functions:

1. Administers the academic program in the college as approved by the Board of Trustees and authorized by the President, the Provost, and the Vice President for Academic Affairs.
2. Oversees 4 undergraduate departments and maintains a smooth flow of work and activity.
3. Is actively involved with guest lecturing, panel presentations, team teaching, and other activities equal to three credit hours a year or equivalent service determined by the Vice President for Academic Affairs.
4. Promotes communication among students, parents, faculty, staff, chairs, and the public.
5. Develops, implements, and assesses academic programs, activities, policies, and procedures.
6. Coordinates the curricula of the various departments within the college.
7. Approves syllabi for all scheduled courses and submits them to the Vice President for Academic Affairs according to published deadlines.
8. Oversees academic assessment, including ePortfolio.
9. Determines faculty needs and, with the aid of the department chairs, recruits faculty members and endorses faculty members recommended by current faculty for appointment and promotions.
10. Is responsible for leadership in matters of conduct, spiritual growth, and professional growth of college faculty members.
11. Directs strategic planning, including recommending new programs that should be adopted and current programs that should be eliminated.
12. Encourages interdisciplinary activities (cross-pollination).
13. Communicates the priorities of the College of Science and Engineering to the Provost and the Vice President for Academic Affairs.
14. Assembles, approves, justifies, and manages the budgets of the college and its departments.
15. Reviews and approves student petitions.
16. Meets with students to address personal academic issues.
17. Approves purchase requisitions, work orders, and other requisitions made by faculty and staff members.
18. Ensures accreditation of various programs in the college.
19. Promotes faculty research activities.
20. Organizes and leads summer workshops for chairs.
21. Oversees faculty discipline and grievance procedures.
22. Oversees the production and/or revision of the College of Science and Engineering's publications, including the college's sections of the University catalog and the *Faculty and Administration Handbook*.
23. Reports to the Vice President for Academic Affairs.

3.5.1.2 Department Chairs

In leading the departments in the College of Science and Engineering, the chairs perform the following functions within their departments:

1. Promote communication among students, parents, faculty, and staff at the department level.
2. Assist the college dean in the selection, supervision, and classification of faculty members.
3. Administer the academic program.
4. Teach regularly scheduled courses for a minimum total of 9 credit hours per semester.
5. Are responsible for maintaining good working environments.
6. Recommend curricula modifications.
7. Propose assignments to the dean after consultation with the persons involved.

8. Receive for approval purchase requisitions, work orders, and all other requisitions made by faculty and staff members.
9. Complete paper work for hiring and terminating department employees.
10. Are responsible for ePortfolio implementation.
11. Submit syllabi for all scheduled courses to the college dean according to published deadlines.
12. Review and submit textbook orders to the college dean according to published deadlines.
13. Provide for appropriate advisement of students.
14. Maintain up-to-date inventories of supplies and equipment.
15. Prepare and manage annual budgets.
16. Prepare periodic status reports for the dean.
17. Prepare the schedule of class offerings for the fall and spring semesters.
18. Oversee the production and/or revision of the department's publications, including the department's sections of the University catalog and the *Faculty and Administration Handbook.*
19. Report to the Dean of the College of Science and Engineering.

3.5.2   Committees

3.5.2.1   Science and Engineering Faculty Assembly
1. Consists of all full-time faculty members in the College of Science and Engineering and in Learning Resources.
2. Facilitates communication within the college and with other colleges and departments in the ORU academic community.
3. Serves as the primary advisory body on academic matters in the College of Science and Engineering.
4. Considers for approval recommendations made by the College of Science and Engineering Curriculum Committee.

3.5.2.2   Science and Engineering Faculty Cabinet
1. Is comprised of the faculty assembly officers who are elected for terms as specified in the bylaws of the College of Science and Engineering Faculty Assembly.
2. Acts as the executive committee in implementing Science and Engineering Faculty Assembly decisions.
3. Investigates any issue related to the college faculty and makes recommendations concerning the resolution of the issue.
4. Appoints *ad hoc* committees.
5. Nominates the members of the curriculum committee for approval by the Science and Engineering Faculty Assembly.
6. Receives the reports of committees, establishes agendas, and conducts the Science and Engineering Faculty Assembly meetings.

3.5.2.3   Science and Engineering Curriculum Committee
1. Maintains constant evaluation of the curriculum in the College of Science and Engineering.
2. Accepts for consideration curriculum change proposals (excluding general education) that affect the College of Science and Engineering and have been assigned a proposal number. The Curriculum Change Proposal form must be used.
3. Considers for approval curriculum change proposals (excluding general education) affecting the departments within the College of Science and Engineering. Curriculum proposals are required for the following:
   a. Additions and/or deletions (including course reactivation) of courses, programs, degrees, majors, minors, cognates, and concentrations.
   b. Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.

    c.   Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).

    d.   Substantial changes in course content for existing courses. A name change that is not accompanied by course content changes or a grade mode change needs only the college dean's approval.

4. Presents recommendations for curriculum change proposals to the faculty assembly.

5. Forwards all college-approved curriculum changes to the University Faculty Senate President to inform the University Faculty Senate of the changes. The University Faculty Senate President submits the changes to the Vice President for Academic Affairs. If a student, program, or cross-listed course outside of a college is affected by any of the changes then that change must be approved by the University Faculty Senate and the University faculty prior to submitting that change to the Vice President for Academic Affairs.

6. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the entire assembly. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only two academic years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.

7. Communicates the following procedures for curriculum change with the faculty members in the College of Science and Engineering:

    a.   The person initiating the change completes the Curriculum Change Proposal form and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).

    b.   The proposal receives the necessary signatures (e.g., chair, college dean, University Technical Editor, and Vice President for Academic Affairs) and proposal number before being submitted to the appropriate curriculum committee.

    c.   The Curriculum Committee meets to vote on the proposed curriculum change.

    d.   If approved, the proposal goes before the faculty assembly for a vote.

    e.   If approved, the proposal receives a signature from chair of the Curriculum Committee.

    f.   The chair of the Curriculum Committee forwards the proposal to the University Faculty Senate President. The University Faculty Senate President submits the proposal to the Vice President for Academic Affairs; if a student, program, or cross-listed course outside of the college is affected by the proposal then the proposal must be approved by the University Faculty Senate and the University faculty before the University Faculty Senate President may submit the proposal to the Vice President for Academic Affairs.

    g.   Following final approval, the proposal is forwarded to the Registrar, who forwards a copy to each of the following people: the originator, Curriculum Committee Chair, Dean of the College of Science and Engineering, Vice President for Academic Affairs, Coordinator of International Students, Dean of Learning Resources, Library Faculty Facilitator, and University Technical Editor. (Note: The curriculum change becomes effective with the next catalog.)

3.5.2.4   Science and Engineering Professional Development Committee

1. Consists of members appointed by the college dean for a term of one year.

2. Evaluates Professional Development Plans submitted by college faculty members and makes recommendations for appropriate funding.

3. Reviews progress reports and ensures completion of work proposed by college faculty members in approved plans.

4. Makes recommendations to the college dean concerning the Professional Development Plan process.

5. Provides periodic, on-campus faculty development workshops.

6. Works in conjunction with the Faculty Excellence Committee, the Science and Engineering Faculty Assembly, the college dean, and the Vice President for Academic Affairs to promote effective teaching and the professional growth of college faculty members.

3.5.2.5   Science and Engineering Promotion Committee

1. Consists of members appointed by the college dean for a term of one year.
2. Coordinates the process of promotion in rank, including working with the college dean in evaluating classroom performance of applicants.
3. Evaluates and recommends for promotion with appropriate rationale to the college dean.
4. Promotes standards of excellence in faculty instruction.

3.5.2.6   Science and Engineering Tenured Faculty

1. Consists of all tenured faculty members whose full-time contractual assignment is in the College of Science and Engineering.
2. Performs the functions outlined under the section titled "Tenure" in Chapter 2 of this handbook.
3. Meets at least once a year.
4. Annually meets to approve tenure applications and elect Tenured Faculty officers (chair, vice chair/chair-elect, and secretary).

3.5.2.7   Science and Engineering Grievance Committee

1. Consists of the faculty cabinet and is chaired by the president of the faculty assembly.
2. Performs the functions outlined in the section titled "Grievance and Conflict Resolution Procedure" in Chapter 2 of this handbook.

3.5.3   College Policies

The College of Science and Engineering adheres to all University policies, as recorded in the section titled "Policies and Procedures" in Chapter 2 of this handbook. The following policies are in addition to the University policies and apply specifically to the College of Science and Engineering.

3.5.3.1   Definition of Terminal Degree in College of Science and Engineering

The College of Science and Engineering recognizes an earned doctorate from a regionally and/or professionally accredited institution in an area appropriate to the instructional assignment as a terminal degree.

3.5.3.2   Full-Time Teaching Load in College of Science and Engineering

The normal full-time teaching load is 24-25 credit hours per academic year (fall and spring semesters). Extra compensation begins at 26 hours except when an accrediting agency imposes other requirements. Generally, advisement time, class preparation time, course coordination duties, and office hours do not earn load credit; such duties are responsibilities of all faculty members.

3.5.3.3   Office Hours for College of Science and Engineering Faculty

Faculty members are expected to post and maintain a schedule that provides a minimum of 7½ office hours per week distributed with at least one hour per academic day for the purpose of advising and/or consulting with students. Times scheduled must be convenient for students. Faculty members need to be available in their offices for walk-in traffic or phone calls during scheduled office hours.

3.6 COLLEGE OF THEOLOGY AND MINISTRY

3.6.1 Administrative Structure

3.6.1.1 Dean
In leading the College of Theology and Ministry, the dean performs the following functions:
1. Administers the College of Theology and Ministry as approved by the Board of Trustees and authorized by the President, the Provost, and the Vice President for Academic Affairs.
2. Is responsible for achieving and maintaining accreditation of all programs and positive relationships with certifying and accrediting agencies and for operating within the framework of policies and standards established by the accreditors.
3. Is actively involved with guest lecturing, panel presentations, team teaching, and other activities equal to three credit hours a year or equivalent service determined by the Vice President for Academic Affairs.
4. Seeks and maintains mutually beneficial relationships among students, faculty, staff, and administration as well as with parents, church bodies, academic associations, educational institutions, and the public.
5. Determines faculty needs and, with the aid of the associate dean and department chair, recruits faculty members and endorses faculty members recommended by current faculty for appointment and promotions.
6. Reviews and approves paper work for hiring and terminating department employees.
7. Is responsible for leadership in matters of conduct, spiritual growth, and professional growth of college faculty members.
8. Directs strategic planning, including recommending new programs that should be adopted and current programs that should be eliminated.
9. Encourages interdisciplinary activities.
10. Communicates the priorities of the College of Theology and Ministry to the Provost and the Vice President for Academic Affairs.
11. Oversees academic assessment, including ePortfolio.
12. Assembles, approves, and justifies the budgets of the college.
13. Reviews and approves student petitions.
14. Meets with students to address personal academic issues.
15. Approves purchase requisitions, work orders, and other requisitions made by faculty and staff members.
16. Promotes faculty research activities.
17. Oversees faculty discipline and grievance procedures.
18. Supervises and facilitates the College of Theology and Ministry' continuing education program.
19. Supervises the personnel, funds, facilities, and equipment in the College of Theology and Ministry.
20. Is responsible for establishing the atmosphere and ethos in which quality theological education occurs.
21. Oversees the production and/or revision of the College of Theology and Ministry' publications, including the college's sections of the University catalog and the *Faculty and Administration Handbook*.
22. Serves as an ex-officio member of all college committees.
23. Reports to the Vice President for Academic Affairs.

3.6.1.2 Associate Dean
In assisting the dean in leading the College of Theology and Ministry, the associate dean performs the following functions:
1. Is the chief academic administrator of the College of Theology and Ministry.

2. Administers the academic program of the Graduate School of Theology and Ministry at all levels including class and examination scheduling, classroom assignments, academic advisement/orientation for both faculty and students, and the application and regulation of academic rules and policies.
3. Teaches regularly scheduled courses for a minimum total of 3 credit hours per semester and may apply up to 3 credit hours of summer teaching toward a minimum 6-credit hour annual total.
4. Supervises (with close consultation with the college dean) the development, administration, and evaluation of the curriculum.
5. Coordinates the preparation of the schedule of class offerings.
6. Oversees academic assessment, including implementation of ePortfolio.
7. Serves as chair of the Curriculum Committee.
8. Prepares the catalog and related academic literature.
9. Approves syllabi for all scheduled courses and submits them to the Vice President for Academic Affairs according to published deadlines.
10. Oversees the production and/or revision of the College of Theology and Ministry' publications, including the college's sections of the University catalog.
11. Reports to the Dean of the College of Theology and Ministry.

3.6.1.3   Undergraduate Department Chair
In leading the undergraduate department, the chair performs the following functions:
1. Promotes communication among students, parents, faculty, and staff at the department level.
2. Assists the college dean in the selection, supervision, and classification of faculty members.
3. Administers the academic program.
4. Teaches regularly scheduled courses for a minimum total of 9 credit hours per semester.
5. Is responsible for maintaining a good working environment.
6. Recommends curricula modifications.
7. Proposes assignments to the dean after consultation with the persons involved.
8. Receives for approval purchase requisitions, work orders, and all other requisitions made by faculty and staff members.
9. Completes paper work for hiring and terminating department employees.
10. Is responsible for ePortfolio implementation.
11. Submits syllabi for all scheduled courses to the college dean according to published deadlines.
12. Reviews and submits textbook orders to the college dean according to published deadlines.
13. Provides for appropriate advisement of students.
14. Maintains up-to-date inventories of supplies and equipment.
15. Presents periodic status reports for the dean.
16. Prepares the schedule of class offerings for the fall and spring semesters.
17. Oversees the production and/or revision of department publications, including the department's sections of the University catalog and the *Faculty and Administration Handbook*.
18. Reports to the Dean of the College of Theology and Ministry.

3.6.1.4   Directors
In assisting to lead the College of Theology and Ministry, the directors perform the following functions:

Director of the Doctor of Ministry program
1. Administers the Doctor of Ministry program.
2. Supervises the recruitment and admission of candidates for doctoral programs.
3. Coordinates with the college dean and associate dean the assignment of faculty members in the doctoral program.
4. Coordinates with the college dean and associate dean the scheduling of doctoral seminars and workshops.
5. Serves on the financial aid committee.

6. Reports to the Dean of the College of Theology and Ministry.

Director of Student Affairs and Placement
1. Monitors student lifestyle and advises students concerning personal issues.
2. Assigns a faculty advisor to each new student.
3. Monitors chapel attendance.
4. Serves as faculty advisor to the college's student advisory council and supervises activities presented by the council, such as banquets and retreats.
5. Plans the annual Career Day Seminar.
6. Provides career counseling for students, helping them discover ministry gifts, giving vocational direction, assisting in writing resumes, and teaching interview skills.
7. Hosts potential employers who visit the campus.
8. Provides assistance to alumni who are seeking positions.
9. Publishes current information concerning employment opportunities, especially those dealing with church, parachurch, missions, and counseling positions.
10. Reports to the Dean of the College of Theology and Ministry.

Director of Field Education
1. Supervises field education program for students in residential and modular programs.
2. Cultivates and develops appropriate sites for church and community field education.
3. Oversees, trains, and supports on-site and faculty supervisors.
4. Oversees ePortfolio assessment.
5. Reports to the Dean of the College of Theology and Ministry.

Director of Assessment
1. Supervises the assessment process for all degree programs.
2. Manages all aspects of the ePortfolio.
3. Reports to the Dean of the College of Theology and Ministry.

Director of Modular and Distance Education Programs
1. Provides administrative oversight to the modular and distance education programs.
2. Coordinates with the dean and associate dean to assign faculty members to modular/distance education classes and to schedule courses.
3. Reports to the Dean of the College of Theology and Ministry.

3.6.1.5   Coordinator of Bible Institute
In assisting the dean, the coordinator performs the following functions:
1. Explores programming ideas for the certificate and diploma programs with deans, chairs, and faculty members.
2. Coordinates the development and revision of administrative and promotional materials.
3. Coordinates course development and revision to ensure consistency and academic integrity.
4. Coordinates activity between appropriate service offices.
5. Reports to the Dean of the College of Theology and Ministry.

3.6.2   Committees

3.6.2.1   Combined Theology and Ministry Faculty Assembly
1. Consists of all full-time faculty members in the College of Theology and Ministry.
2. Facilitates communication within the college and with other colleges and departments in the ORU academic community.

3. Serves as an advisory body on academic matters affecting the entire College of Theology and Ministry.
4. Considers for approval academic recommendations affecting the College of Theology and Ministry.

3.6.2.2   Theology and Ministry Promotion and Tenure Committee
1. Consists of all tenured faculty members in the College of Theology and Ministry.
2. Promotes standards of excellence in faculty instruction.
3. Coordinates the process of promotion in rank, including working with the college dean and associate dean in evaluating classroom performance of applicants.
4. Evaluates and recommends for promotion with appropriate rationale to the college dean.
5. Identifies opportunities for continued training.
6. Performs the functions outlined under the section titled "Tenure" in Chapter 2 of this handbook.

3.6.2.3   Theology and Ministry Grievance Committee
1. Consists of members selected by the college faculty.
2. Performs the functions outlined in the section titled "Grievance and Conflict Resolution Procedure" in Chapter 2 of this handbook.

3.6.2.4   Graduate Theology and Ministry Faculty Assembly
1. Consists of all full-time faculty members in the seminary.
2. Serves as the primary advisory body on academic matters related to the Graduate School of Theology and Ministry.

3.6.2.5   Graduate Theology and Ministry Academic Policy Committee
1. Consists of the associate dean and others appointed by the dean.
2. Recommends to the faculty assembly policies and procedures concerning academic matters, such as guidelines for directed studies.

3.6.2.6   Graduate School of Theology and Ministry Curriculum Committee
1. Consists of the associate dean, program directors, academic area coordinators, and a student appointed by the Dean.
2. Maintains constant evaluation of the curriculum in the Graduate School of Theology and Ministry.
3. Accepts for consideration curriculum change proposals that affect the Graduate School of Theology and Ministry and have been assigned a proposal number. The Curriculum Change Proposal form must be used.
4. Considers for approval curriculum change proposals affecting the Graduate School of Theology and Ministry. Curriculum proposals are required for the following:
   a. New courses and programs.
   b. Additions and/or deletions (including course reactivation) of courses, programs, degrees, cognates, and concentrations.
   c. Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.
   d. Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).
   e. Substantial changes in course content for existing courses. A name change that is not accompanied by course content changes or a grade mode change needs only the college dean's approval.
5. Presents recommendations for curriculum change proposals to the Graduate School of Theology and Ministry Faculty Assembly.
6. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the entire assembly. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only two academic

years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.

7. Communicates the following procedures for curriculum change with the faculty members in the Graduate School of Theology and Ministry:
   a. The person initiating the change completes the Curriculum Change Proposal form and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).
   b. The proposal receives the necessary signatures (e.g., chair, college dean, University Technical Editor, and Vice President for Academic Affairs) and proposal number before being submitted to the appropriate curriculum committee.
   c. The Curriculum Committee meets to vote on the proposed curriculum change.
   d. If approved, the proposal goes before the Graduate School of Theology and Ministry Faculty Assembly for a vote.
   e. If approved, the proposal receives a signature from chair of the Curriculum Committee and the Dean.
   f. The chair of the Curriculum Committee forwards the proposal to the Vice President for Academic Affairs. If a curriculum change potentially affects another graduate school, the matter is brought before the Graduate Committee of the Senate for Faculty Senate approval.
   g. Following final approval, the proposal is forwarded to the Registrar, who forwards a copy to each of the following people: the originator, Curriculum Committee Chair, Dean of the College of Theology and Ministry, Vice President for Academic Affairs, Coordinator of International Students, Dean of Learning Resources, Library Faculty Facilitator, and University Technical Editor. (Note: The curriculum change becomes effective with the next catalog.)

3.6.2.7   Graduate Theology and Ministry Assessment Committee
1. Consists of the Director of Assessment and others appointed by the college dean.
2. Assists the Director of Assessment on matters relating to the assessment of students.

3.6.2.8   Graduate Theology and Ministry Admissions/Recruitment Committee
1. Consists of the college dean, associate dean, Director of the Doctor of Ministry program, the school's Director of Admissions, the Director of Modular and Distance Education Programs, and area coordinators.
2. Develops and reviews admission policies and procedures for the graduate program.
3. Is responsible for the acceptance or non-acceptance of candidates for admission into the graduate program.
4. Conducts interviews with prospective students when necessary.
5. Establishes deadlines for application and notification of students regarding acceptance.

3.6.2.9   Theology and Ministry Administrative Committee
1. Consists of the college dean, associate dean, Director of the Doctor of Ministry program, Director of Student Affairs and Placement, Director of Field Education, Director of Assessment, and others appointed by the dean.
2. Is chaired by the college dean.
3. Evaluates and makes recommendations regarding college operation.

3.6.2.10   Committee on the Theology Library/Holy Spirit Research Center
1. Consists of the theology librarian, Director of the Holy Spirit Research Center, and others appointed by the college dean, including a student representative.
2. Advises the theology librarian and the Director of the Holy Spirit Research Center regarding the acquisition and arrangement of materials, the utilization of the facilities by theology students, and the general operation of the theological library facilities.

3. Analyzes areas of need, interprets policies to students and faculty, and serves as liaison between the library and the learning community—as pertaining to theology holdings and services.

3.6.2.11 Doctor of Ministry Committee
1. Consists of the Director of the Doctor of Ministry program and others appointed by the dean.
2. Advises the Director of the Doctor of Ministry program on matters relating to the Doctor of Ministry program.

3.6.2.12 Theology and Ministry Financial Aid Committee
1. Consists of the college dean, associate dean, a financial aid advisor, and others appointed by the college dean.
2. Recommends financial aid budget requests.
3. Apportions financial aid among students in the college.

3.6.2.13 ATS Standards Committee
1. Consists of dean, associate dean, faculty members appointed by the dean, and student representatives.
2. Assures compliance with ATS accrediting standards.

3.6.2.14 Theology and Ministry Modular and Distance Education Committee
1. Consists of the Director of Modular and Distance Education Programs, and others appointed by the dean.
2. Explores the possibility of course offerings through modular/distance settings, acts as an approval agent, develops and reviews plans for the program, and advises the Director of Modular and Distance Education Programs.

3.6.2.15 Theology and Ministry Field Education Committee
1. Consists of the Director of Field Education and others appointed by the dean.
2. Oversees practicum and intern courses and advises the Field Education director in matters pertaining to supervised ministry experiences required to complete the M.A. and M.Div. degrees.
3. Serves as a liaison to the internship and practicum programs in the counseling area.

3.6.2.16 Theology and Ministry Student Grievance Committee
1. Consists of the college's Director of Student Development and faculty members recommended by the dean.
2. Oversees the development of policies regarding student grievance issues, promotes public awareness of student grievance procedures, and acts upon cases submitted by students.

3.6.2.17 Theology and Ministry Student Council
1. Consists of the college's Director of Student Development and the college's Graduate Theology Student Assembly (GTSA) members.
2. Plans and implements events and experiences designed to enhance fellowship and spiritual formation.

3.6.2.18 Theology and Ministry Student Ministries
1. Consists of the college's Director of Student Development, faculty members appointed by the dean, and student representatives.
2. Plans and implements ministry opportunities for seminarians.

3.6.2.19 Undergraduate Theology and Ministry Faculty Assembly

1. Consists of all full-time faculty members in the Undergraduate Department of the College of Theology and Ministry.
2. Serves as the primary advisory body on academic matters in the Undergraduate Department of the College of Theology and Ministry.

3.6.2.20   Undergraduate Theology and Ministry Curriculum Committee

1. Consists of all regular full-time undergraduate faculty members in the College of Theology and Ministry.
2. Maintains constant evaluation of the curriculum in the undergraduate department of the College of Theology and Ministry.
3. Accepts for consideration curriculum change proposals (excluding general education) that affect the undergraduate department of the College of Theology and Ministry and have been assigned a proposal number. The Curriculum Change Proposal form must be used.
4. Considers for approval curriculum change proposals (excluding general education) affecting the undergraduate department of the College of Theology and Ministry. Curriculum proposals are required for the following:
   a. Additions and/or deletions (including course reactivation) of courses, programs, degrees, majors, minors, cognates, and concentrations.
   b. Substantial changes in majors, minors, cognates, and concentrations. Substantial changes include but are not limited to the number of hours required.
   c. Changes in course numbers, credit hours, and/or grade mode (e.g., pass/fail to grade).
   d. Substantial changes in course content for existing courses. A name change that is not accompanied by course content changes or a grade mode change needs only the college dean's approval.
5. Presents recommendations for curriculum change proposals to the College of Theology and Ministry Combined Faculty Assembly.
6. Forwards all college-approved curriculum changes to the University Faculty Senate President to inform the University Faculty Senate of the changes. The University Faculty Senate President submits the changes to the Vice President for Academic Affairs. If a student, program, or cross-listed course outside of a college is affected by any of the changes then that change must be approved by the University Faculty Senate and the University faculty prior to submitting that change to the Vice President for Academic Affairs.
7. Approves all *ad hoc* courses by the same procedure as courses submitted for permanent approval except they need not be submitted to the entire assembly. *Ad hoc* courses can be approved for only one academic year (fall, spring, and summer terms) at a time and for only two academic years (fall, spring, and summer terms) total. *Ad hoc* courses are not listed in the University catalog.
8. Communicates the following procedures for curriculum change with the faculty members in the undergraduate department of the College of Theology and Ministry:
   a. The person initiating the change completes the Curriculum Change Proposal form and includes necessary supplemental documents (e.g., degree plan sheet, syllabus, course description).
   b. The proposal receives the necessary signatures (e.g., chair, college dean, University Technical Editor, and Vice President for Academic Affairs) and proposal number before being submitted to the appropriate curriculum committee.
   c. The Curriculum Committee meets to vote on the proposed curriculum change.
   d. If approved, the proposal goes before the College of Theology Combined Faculty Assembly for a vote.
   e. If approved, the proposal receives a signature from chair of the Curriculum Committee.
   f. The chair of the Curriculum Committee forwards the proposal to the University Faculty Senate President. The University Faculty Senate President submits the proposal to the Vice President for Academic Affairs; if a student, program, or cross-listed course outside of the

college is affected by the proposal then the proposal must be approved by the University Faculty Senate and the University faculty before the University Faculty Senate President may submit the proposal to the Vice President for Academic Affairs.

g. Following final approval, the proposal is forwarded to the Registrar, who forwards a copy to each of the following people: the originator, Curriculum Committee Chair, Dean of the College of Theology and Ministry, Vice President for Academic Affairs, Coordinator of International Students, Dean of Learning Resources, and University Technical Editor. (Note: The curriculum change becomes effective with the next catalog.)

3.6.2.21   Undergraduate Theology and Ministry Assessment Committee
1. Consists of the college's Director of Assessment and others appointed by the college dean.
2. Assists the college's Director of Assessment on matters relating to the assessment of students.

3.6.2.22   Undergraduate Theology and Ministry Admissions/Recruitment Committee
1. Consists of the department chair, the college's Director of Admissions, and others appointed by the chair.
2. Develops and reviews admission policies and procedures for the undergraduate department.
3. Works with the Student Outreach and Admissions office to help in recruitment for the Undergraduate Department of the College of Theology and Ministry.
4. Conducts interviews with prospective students when necessary.
5. Oversees travel and organization of department recruitment outreaches.

3.6.2.23   Theology and Ministry Public Relations Committee
1. Consists of the department chair, the college's Director of Admissions, and others appointed by the chair.
2. Oversees the development of promotional materials used to promote the department.
3. Works with the dean and the Office of the President in community outreach.

3.6.3   College Policies
The College of Theology and Ministry adheres to all University policies, as recorded in the section titled "Policies and Procedures" in Chapter 2 of this handbook. The following policies are in addition to the University policies and apply specifically to the College of Theology and Ministry.

3.6.3.1   Definition of Terminal Degree in College of Theology and Ministry
A terminal degree is an earned doctorate from a regionally and/or professionally accredited institution in a theological discipline or in an area appropriate to the instructional assignment.

3.6.3.2   Full-Time Teaching Load in College of Theology and Ministry
The normal full-time teaching load is 24-25 credit hours per academic year (fall and spring semesters) for undergraduate faculty members; extra compensation begins at 26 hours. The normal full-time teaching load is 18 credit hours per academic year (fall and spring semesters) for graduate faculty members; extra compensation begins at 20 hours. Generally, advisement time, class preparation time, course coordination duties, and office hours do not earn load credit; such duties are responsibilities of all faculty members.

3.6.3.3   Office Hours for College of Theology and Ministry Faculty
Faculty members are expected to post and maintain a schedule that provides a minimum of 7½ office hours per week distributed with at least one hour per academic day for the purpose of advising and/or consulting with students. Times scheduled must be convenient for students. These hours are to be posted on the professor's door and adhered to strictly. Faculty members are expected to be available to students at other times by appointment. Beyond class time and office hours posted for

advisement, full-time faculty members are expected to be on duty at the University, being involved in mentoring, committee work, chapel services, and other on-campus duties.

3.7 UNIVERSITY LIBRARY

3.7.1 Administrative Structure
Led by a dean and staffed in part by University faculty, the University Library functions as a college of the University.

3.7.1.1 Dean
In leading the University Library, the dean performs the following functions:
1. Administers the library and the University archives.
2. Determines the library college resource needs in consultation with the college deans.
3. Determines the library college personnel needs, recruits faculty members, and endorses faculty members recommended by current faculty for appointment, promotion, and tenure.
4. Assembles and justifies the library college budget.
5. Seeks and maintains mutually beneficial relationships on campus among students, faculty, staff, and administration.
6. Is responsible for leadership in matters of character, conduct, spiritual growth, and professional growth of the library college faculty members.
7. Directs strategic planning for the library college, including recommending the adoption of new programs and the elimination of out-dated programs.
8. Encourages interdisciplinary activities (cross-pollination).
9. Communicates achievements, challenges, and priorities of the library college to the Provost and the Vice President for Academic Affairs.
10. Approves purchase requisitions, work orders, and other requisitions made by faculty and staff members.
11. Promotes research activities among the library college faculty members.
12. Oversees the library college faculty discipline and grievance procedures.
13. Supervises the personnel, funds, facilities, and equipment.
14. Is responsible for establishing the atmosphere and ethos in which a quality library operates and quality education occurs.
15. Reports to the Provost.

3.7.1.2 Assistant Library Directors
In assisting the dean in leading the library college, the assistant directors perform the following functions:
1. Assist the dean in preparing the budget.
2. Determine personnel needs for areas of supervision.
3. Cooperate with and support the other library college directors and all other library faculty.
4. Submit regular status reports to the dean.
5. Protect confidentiality by appropriately handling sensitive materials.
6. Assist the dean to project growth needs and establish priorities.
7. Oversee and coordinate library functions and services in respective areas.
8. Report to the University Library Dean.

3.7.2 Policies
The library college adheres to all University policies, as recorded in the section titled "Policies and Procedures" in Chapter 2 of this handbook. The following policy is in addition to the University policies and applies specifically to the library college.

3.7.2.1   Definition of Terminal Degree in the University Library
In the library college, the terminal professional degree is a master's degree or its equivalent in the appropriate area (e.g., library, educational media).

3.7.3   Faculty
The library college faculty members typically have the dual responsibility of possessing knowledge of the library profession and subject competency. Professional knowledge is competency in the theory of librarianship, library operational procedures, and the research process. Subject competency is knowledge of another academic discipline and is obtained through continuing education toward a second master's degree, a doctoral degree, or their equivalents.

3.7.3.1   Faculty Ranks in the University Library
The potential ranks and the minimum requirements for faculty members in the library college are the following:

Instructor
1. Appropriate master's degree from an American Library Association-accredited library school.
2. Experience desired but not required.
3. Potential for a successful career in learning resources.
4. All other available data evaluated.

Assistant Professor
1. Appropriate master's degree from an accredited institution.
2. Continuing education and/or graduate work toward a second master's degree and/or doctorate (usually 18 or more semester hours).
3. A minimum of three years of active quality service in an academic learning resource area.
4. Fulfillment of three criteria from designated list titled "Achievement Criteria for Appointment or Promotion in the University Library" later in this chapter.
5. Satisfactory performance in present or most recent professional position.
6. All other available data evaluated.

Associate Professor
1. Appropriate master's degree from an American Library Association-accredited library school.
2. A second master's degree or its equivalent.
3. Appropriate length (four years) and quality of service as an assistant professor.
4. Fulfillment of six criteria from the designated list titled "Achievement Criteria for Appointment or Promotion in the University Library" later in this chapter.
5. Satisfactory performance in present or most recent professional position.
6. All other available data evaluated.

Professor
1. Appropriate master's degree from an American Library Association-accredited library school.
2. A doctorate in an approved area, or on rare occasions, exceptional academic credentials and experience in lieu of the doctoral degree.
3. Appropriate length (four years) and quality of service as an associate professor.
4. Major achievements worthy of national recognition in (1) performance of professional duties, (2) contributions to librarianship in the form of either (a) public and/or institutional service, or (b) professional activity or creative endeavor (e.g., publishing and/or production).
5. All other available data evaluated.

3.7.3.2   Promotion in Rank in the University Library

Advancement to a higher rank requires development and demonstrated ability. A position of responsibility or length of service does not automatically result in advancement. Advancement is based on professional proficiency and effectiveness as assessed through regular, on-going review and appraisal by peers and the dean.

The primary consideration for promotion to all levels is the list of evaluation criteria in the section titled "Evaluation Criteria and Evidence for Promotion in the University Library." When awarded, the promotion becomes effective the fall semester of the academic year following the year of application.

The library college process for promotion adheres to the University policy (as recorded in the section titled "Promotion" in Chapter 2 of this handbook) with three modifications.

1. In section titled "Promotion Criteria and Evidence," the second criterion (Scholarship with the discipline) should be replaced by the criterion "Effective fulfillment of duties listed in the job description." Effective fulfillment of duties listed in the job description includes communication with students and faculty, a professional attitude, technical skills, accuracy, memory, thoroughness, punctuality, work organization, ability to give and follow instructions, quantity and quality of work, judgment, initiative, innovation, and readiness to assume responsibility.
2. When a faculty member is awarded a rank in the library college that rank will not necessarily transfer should the faculty member receive an appointment in one of the academic programs.
3. The following are minimal requirements for applying for promotion to the ranks above instructor:

Assistant Professor
1. Complete a doctoral degree from an accredited institution in an approved area, or without a doctorate, the faculty member may exhibit progress in continuing education or graduate work on a second master's degree or doctorate (usually 18 hours or more semester hours).
2. Complete four years of active quality service at the rank of instructor on the library college faculty at ORU.
3. Fulfill three criteria from designated list titled "Achievement Criteria for Appointment or Promotion" later in this chapter.
4. Exhibit satisfactory performance in present professional position.
5. Exhibit good character, mature attitude, and professional integrity.
6. Submit to the dean an intention to apply for promotion by March 15 of the academic year prior to application.

Associate Professor
1. Complete a doctoral degree or second master's degree (or its equivalent) in an approved area.
2. Complete an appropriate length (four years) and quality of service as an assistant professor.
3. Fulfill six criteria from the designated list titled "Achievement Criteria for Appointment or Promotion" later in this chapter.
4. Exhibit satisfactory performance in present professional position.
5. Exhibit good character, mature attitude, and professional integrity.
6. Submit to the dean an intention to apply for promotion by March 15 of the academic year prior to application.
7. Adhere to the published guidelines and deadlines.

Professor
1. Possess a doctoral degree in an approved area or, on rare occasions, exceptional academic credentials, and experience in lieu of the doctoral degree.
2. Complete an appropriate length (four years) and quality of service as an associate professor.
3. Achieve national recognition in field through (1) performance of professional duties, (2) contributions to librarianship in the form of either (a) public and/or institutional service, or (b) professional activity or creative endeavor (e.g., publishing and/or production).

4. Exhibit excellent character and a high degree of professional integrity, maturity, and responsibility.
5. Submit to the dean an intention to apply for promotion by March 15 of the academic year prior to application.
6. Adhere to the published guidelines and deadlines.

3.7.3.3   Achievement Criteria for Appointment or Promotion in the University Library

The following are criteria for appointment or promotion to assistant professor and associate professor. They are weighed in favor of professional competency. Exceptions to these criteria must be recommended by the Dean of the University Library and library faculty members who hold a rank equal to or above the rank being considered.

1. Fulfillment of an additional graduate degree beyond the first master's degree. (This criterion may be credited multiple times.)
2. Some combination of supervisor-approved study or research related to library needs (e.g., course work for credit or audit, workshops, or travel).
3. Professional competence demonstrated by excellent performance in carrying out high-level responsibilities (e.g., administer a program).
4. Consistent production of high-quality work.
5. Research and publication of professional or scholarly works.
6. Service in elected or appointed positions in professional or scholarly societies or distinguished participation in committee work.
7. Creativity and imagination applied to the solution of library challenges, including anticipation of users' needs and initiative in meeting them.
8. Exceptional language ability.
9. Evidence of exceptional ability in relating the library and information literacy to the total educational process within the University setting.

The following are possible criteria for appointment and promotion to assistant professor and associate professor:
1. Experience in fields other than learning resources (e.g., teaching, business).
2. Service to the non- University community-at-large.

3.7.3.4   University Library Promotion Committee

1. Consists of college library faculty members appointed by the dean for a term of one year. At the discretion of the dean, a faculty member from outside the library college may be asked to serve a term on the committee.
2. During the year of service, coordinates the process of promotion in rank, including working with the dean in considering the applications of all applicants.
3. Evaluates and recommends college faculty applicants for promotion with appropriate rationale to the dean.
4. Promotes high standards of library professionalism.

3.7.3.5   Tenure in the University Library

The library college adheres to the University policy concerning tenure (as recorded in the section titled "Tenure" in Chapter 2 of this handbook) with the following two amendments:
1. In the section titled "Tenure Prerequisites," the phrase "Have a terminal degree from an accredited institution that is appropriate to the teaching assignment" should be replaced by the phrase "Have a second master's degree (or its equivalent) or a doctorate from an accredited institution."

2. In the section titled "Tenure Criteria and Evidence," the third criterion (instruction) should be replaced by the criterion "Effective fulfillment of duties listed in the job description."

## 3.8 DISTANCE LEARNING

3.8.1 Administrative Structure

3.8.1.1 Dean of Distance Learning

In leading Distance Learning, the dean performs the following functions:

1. Administers Distance Learning programs, including adult education and special programs, as approved by the Board of Trustees and authorized by the President, the Provost, and the Vice President for Academic Affairs.
2. Maintains a smooth flow of work and activity in overseeing the following:
   a. Online Campus.
   b. Summer School.
   c. Continuing Education.
   d. Bible Institute.
3. Is actively involved with guest lecturing, panel presentations, team teaching, and other activities equal to three credit hours a year or equivalent service determined by the Vice President for Academic Affairs.
4. Promotes communication among students, parents, faculty, staff, and chairs.
5. Establishes and maintains mutually beneficial relationships with academic agencies, churches, denominational bodies, and educational institutions.
6. Coordinates with the various departments and colleges within the University in offering courses and programs.
7. Contracts for academic services to support Distance Learning programs from University faculty members when available and otherwise from external sources.
8. Administers the use of facilities and equipment that support Distance Learning and its programs.
9. Directs strategic planning, including recommending new programs that should be adopted and current programs that should be eliminated.
10. Supervises the development of the curricula for instructional programs into appropriate formats and course schedules.
11. Encourages interdisciplinary activities (cross-pollination).
12. Communicates the priorities of Distance Learning to the Provost and to the Vice President for Academic Affairs.
13. Assembles, approves, and justifies the budgets of Distance Learning and its programs.
14. Reviews and approves student petitions.
15. Meets with students to address personal academic issues.
16. Approves purchase requisitions, work orders, and other requisitions made by faculty and staff members.
17. Consults appropriate agencies, organizations, or publications to keep abreast of trends in the field of distance education.
18. Oversees the production and/or revision of Distance Learning publications, including appropriate sections of the University catalog and the *Faculty and Administration Handbook*.
19. Reports to the Vice President for Academic Affairs.

Chapter 4—ADMINISTRATION

4.1   PERSONNEL

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│          │ │and Chief │ │and Chief │ │for       │ │General   │ │ Director │
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4.1.1   President

The President serves at the pleasure of the Board of Trustees for such term, compensation, and conditions of employment, as the Board determines. The President is the chief executive officer of the University and the chief advisor to and executive agent of the Board of Trustees. The President's authority is vested through the Board of Trustees. The President is responsible for the following:

1. Hiring, in consultation with the Board, the provost and all vice presidents.
2. Implementing all Board policies while keeping the Board informed on appropriate matters, and consulting with the Board in a timely fashion on matters appropriate to its policy-making and fiduciary functions.
3. Serving as the key spokesperson for the University.
4. Executing all documents on behalf of the University and the Board of Trustees consistent with board policies and the best interests of the University.
5. Serving as an ex-officio member of all Board of Trustees committees except the audit committee.
6. Maintaining effective direction and organization of the faculty while regarded as a member of the faculty with voting privileges.
7. Representing the faculty and other employees of the University in meetings of the Board of Trustees and its committees.

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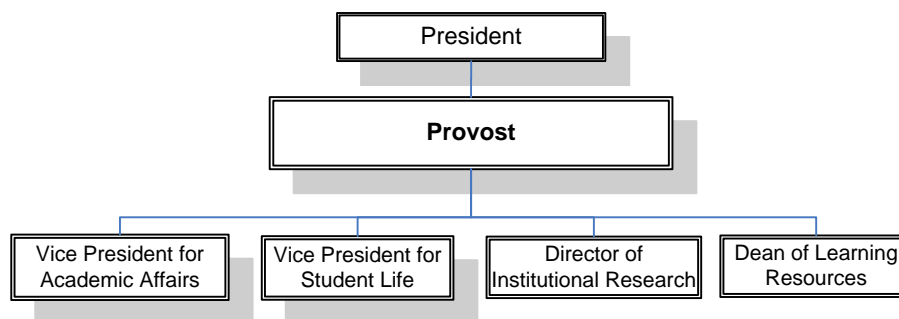
4.1.2   Provost

The Provost has authority and responsibilities as determined by the President in consultation with the Board of Trustees. As such, the Provost is the chief academic officer, serves on the Executive Council and the Vice Presidents Council, reports to the President, and is responsible for the following areas:

1. Academic affairs.
2. Curriculum.
3. Student life.
4. Instructional budgets.
5. Faculty appointments.
6. Distance learning.
7. Accreditation.
8. Grievances and policy exceptions.
9. Learning resources.
10. Institutional research.
11. Policies and procedures relating to areas of responsibilities.

4.1.2.1   Dean of Learning Resources

The Dean of Learning Resources administers the University Library and Learning Resources. Information concerning Learning Resources, including a job description for the Dean, appears in chapter 3, titled "Colleges and Academic Services."

4.1.2.2   Director of Institutional Research

The Director assists decision makers by providing accurate and reliable analyses in response to internal and external requests. The Director performs the following:

1. Constructs and maintains institutional databases necessary to respond to surveys, studies, and compliance forms from governmental and accrediting agencies.
2. Plans and produces accurate reports and publications of interest and importance to the institution, including the University fact book.
3. Coordinates state, federal (IPEDS), and other external reporting.
4. Designs, conducts, and analyzes assessment survey results.
5. Assists in the assessment of outcomes and institutional effectiveness and directs the ePortfolio program.
6. Provides information, counsel, and technical assistance to internal constituent groups to assist with planning and research projects.
7. Participates in budget preparation and analysis.
8. Chairs the Institutional Improvement and Student Learning Committee.
9. Works with the department chairs and academic deans to ensure that the integrity of the faculty hiring process is maintained.
10. Reports to the Provost.

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4.1.3   Vice President for Academic Affairs

The Vice President for Academic Affairs serves on the Vice Presidents Council, reports to the Provost, and oversees the following areas:
1. Academic affairs.
2. Curriculum.
3. Instructional budgets.
4. Faculty appointments.
5. Distance learning.
6. Accreditation.
7. Academic grievances and policy exceptions.
8. Registrar.
9. Academic policies and procedures.
10. University catalog
11. Assessment

4.1.3.1   College Deans

The following deans report to the Vice President for Academic Affairs. Their job descriptions appear in chapter 3, titled "Colleges and Academic Services."
1. Dean of the College of Arts and Cultural Studies.
2. Dean of the College of Business and Distance Learning.
3. Dean of the College of Education.
4. Dean of the Anna Vaughn College of Nursing.
5. Dean of the College of Science and Engineering.
6. Dean of the College of Theology and Ministry.

4.1.3.2   Director of the Center for Faculty Excellence

1. Promotes teaching effectiveness and faculty mentoring activities.
2. Advances new teaching and learning initiatives.
3. Fosters excellence in teaching, learning, and faculty scholarship.
4. Encourages professional involvement in community activities.
5. Equips and trains new faculty members.
6. Assists to strengthen a learning-centered campus culture that values and rewards teaching.

7. Assists faculty members in the promotion, tenure, and sabbatical processes.
8. Reports to the Vice President for Academic Affairs.

4.1.3.3 Director of the Center for Israel and Middle East Studies
The director performs the following functions:
1. Teaches one to two courses per semester to support the Center's programs.
2. Oversees the operations of the Center, including personnel (e.g., hiring) and the Center's cost center for budget planning and management.
3. Oversee the development of curriculum and programs for the Center such as majors and minors, degree programs, potential graduate programs, and the policy center.
4. Identifies, establishes, and nurtures mutually-beneficial relationships with other academic institutions and organizations that are like-minded and share interests and desired outcomes in pursuit of the mission of the Center.
5. Reports to the Vice President for Academic Affairs.

4.1.3.4 Registrar
1. Is responsible for maintaining complete academic records for all colleges of the University.
2. Oversees registration procedures.
3. Oversees the reporting of grades to students and parents.
4. Prepares the University's academic calendar and schedules final examinations.
5. Prepares the list of students on academic and HPER probation and/or subject to suspension.
6. Certifies students for academic eligibility to participate in various University activities.
7. Certifies eligibility of students for graduation, awards, and honors.
8. Reports to the Vice President for Academic Affairs.

4.1.3.5 Director of State Authorization
1. Reviews federal and state-level distance education legal requirements and any related compliance requirements.
2. Interprets legal regulations, regulatory agency statements, and accrediting agency requirements in order to determine their impact on policies, procedures, compliance, expenditures, and budget planning.
3. Participates in risk analysis and decision-making process in regards to compliance.
4. Submits paperwork required to obtain and maintain approval to operate in each state, including related budgetary requests.
5. Serves as a liaison to various academic and administrative departments within ORU to ensure compliance with the various legal requirements.
6. Reports to the Vice President for Academic Affairs.

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│ Vice President for Student Life │
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Director of Student Resources	Director of Housing	Director of Student Experience	Dean of Men	Dean of Women	Dean of Spiritual Formation
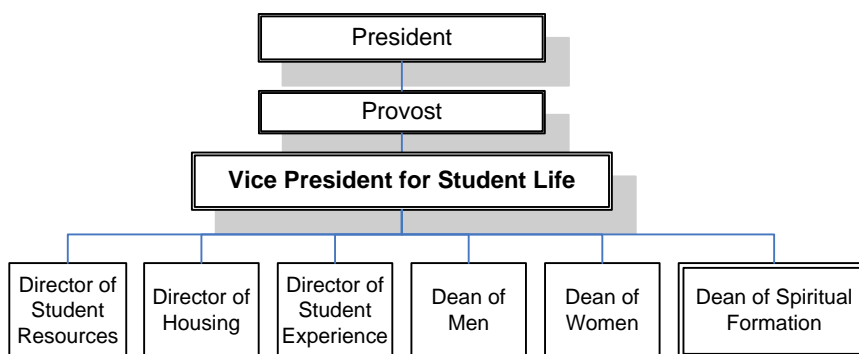
4.1.4   Vice President for Student Life

The Vice President of Student Life directs the day-to-day operations of the Student Life Department and performs the following tasks:

1. Provides leadership for the Student Life staff in the planning and execution of the programs of Spiritual Formation and Student Development. The Student Development staff encompasses the offices of the Dean of Men, Dean of Women, Housing, Intramurals, Activities, and Student Resources.
2. Coordinates with the Dean of Spiritual Formation to oversee the student body's conduct and growth, assisting students to take responsibility for their actions, as well as their moral and spiritual development.
3. Directs the day-to-day operations of the ORU Hispanic Center.
4. Reports to the Provost.

4.1.4.1   Director of Student Resources

1. Coordinates services for students with disabilities.
2. Creates schedules for new incoming students.
3. Advises students in Exploratory and Bridge programs.
4. Coordinates the Academic Peer Advisor program.
5. Reports to the Vice President for Student Life.

4.1.4.2   Director of Housing

1. Coordinates student housing including room requests and assignments.
2. Schedules and manages student participants in the 24/7 Residence Hall Desk Security program.
3. Reports to the Vice President for Student Life.

4.1.4.3   Director of Student Experience

1. Coordinates first-year student experiences including new student orientation and Blueprint (formerly known as Freshman Student Council).
2. Coordinates senior-year student experience "Life After ORU."
3. Reports to the Vice President for Student Life.

4.1.4.4   Dean of Men

1. Provides leadership for and addresses the needs of male undergraduate students.
2. Assists male students achieve their potential through support, encouragement, and requiring daily accountability.
3. Oversees residential services programs for male student residence halls.
4. Reports to the Vice President for Student Life.

4.1.4.5   Dean of Women
1. Provides leadership for and addresses the needs of female undergraduate students.
2. Assists female students achieve their potential through support, encouragement, and requiring daily accountability.
3. Oversees residential services programs for female student residence halls.
4. Coordinates leadership for the athletic spirit program.
5. Reports to the Vice President for Student Life.

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Director of Missions and Outreach	Director of Counseling Services	Director of ORU Worship Center	Men's Chaplain	Women's Chaplain
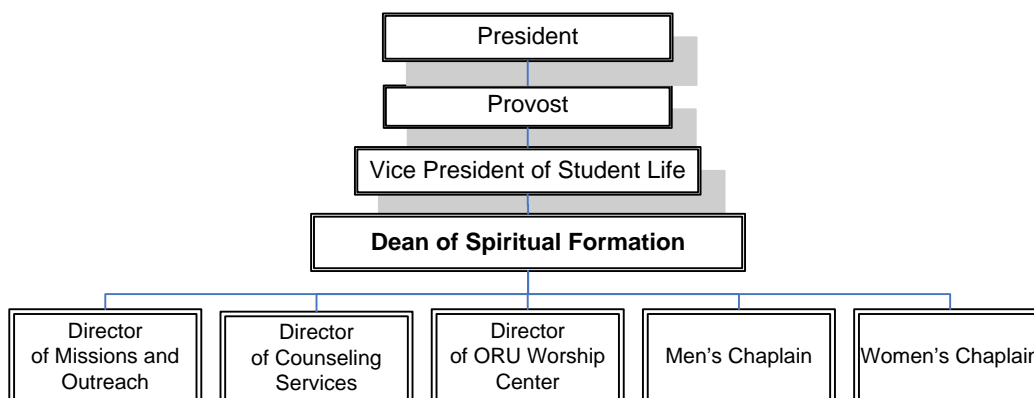
4.1.4.6   Dean of Spiritual Formation
The Dean of Spiritual Formation coordinates spiritual development activities for students. The Dean performs the following:
1. Provides leadership for the Spiritual Formation staff in the areas of worldview, spiritual formation, spiritual nurture, spiritual warfare, discipleship, and evangelism. The Spiritual Formation staff encompasses the offices of the Men's Chaplain, the Women's Chaplain, ORU Worship Center, and the Director of Missions and Outreach.
2. Coordinates with the Vice President for Student Life to oversee the conduct and spiritual development of students, assisting them to take responsibility for their actions.
3. Reports to the Vice President for Student Life.

Director of Missions and Outreach
1. Is responsible for the daily administration and operation of the Outreach Department.
2. As requested by the President, assists in the execution of Chapel services, worship services, and other special events.
3. Oversees the Missions Program and Community Outreach Program.
4. Reports to the Dean of Spiritual Formation.

Director of Counseling Services
1. Provides enrolled students with professional counseling services.
2. Oversees staff of licensed counselors.
3. Reports to the Dean of Spiritual Formation.

Director of the ORU Worship Center
1. Is responsible for the administration of the ORU Worship Center.
2. Coordinates activities of the ORU Worship Center.
3. Reports to the Dean of Spiritual Formation.

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                              President

        Executive Vice President and Chief Operations Officer
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| General Manager of Conference and Event Services | Director of Public Safety and Security | Director of Auxiliary Services and Assistant to the Executive Vice President and Chief Operations Officer | CityPlex Towers Operations Manager | CityPlex Towers Property Liaison |

| Director of Conference and Event Services | Director of Marketing, Business, and Box Office Sales | Director of Operations | Armand Hammer Alumni-Student Center Building Manager |

4.1.5   Executive Vice President and Chief Operations Officer

The Executive Vice President and Chief Operations Officer serves on the Executive Council and the Vice Presidents Council, reports to the President, and is responsible for the following areas:

1. Conference and Event Services including Mabee Center Operations, Facility Services, Calendar Office, Campus Event Services, Storage and Inventory, Audio Visual Services, Aerobics Center, Armand Hammer Alumni-Student Center, Conferences, and Summer Camps.
2. Public Safety and Security including Shipping and Receiving, and Motor Pool.
3. Auxiliary Services including Printing Services (Reprographics), Campus Post Office, Mail Center, Copy Services, Document Preparation Services, Eagle Card Center, Student Health Services, Telephone Center, University Store, Campus Dining, and ORU and CityPlex Vending .
4. CityPlex Towers (Tower Realty).
5. Buildings and Grounds.

4.1.5.1   General Manager of Conference and Event Services

1. Acts as the initial contact for leasing of Mabee Center and other commercial spaces.
2. Prepares bookings and contracts for events.
3. Maintains schedule and master calendar for Mabee Center.
4. Oversees billing and contracting for events at the Mabee Center.
5. Creates marketing and advertising to increase ticket sales and rentals of commercial spaces.
6. Oversees the Armand Hammer Alumni-Student Center building operations.
7. Reports to the Executive Vice President and Chief Operations Officer.

Director of Conference and Event Services

1. Schedules all campus activities and projects on the University master calendar.
2. Coordinates use requests for academic and non-academic facilities.
3. Negotiates contracts for weddings, summer camps, and conferences.
4. Oversees summer camps and conference programs.
5. Oversees the Aerobics Center Director.
6. Reports to the General Manager of Conference and Event Services.

Director of Marketing, Business, and Box Office Sales

1. Manages media, retail, and promotions for events.
2. Formulates, directs, and coordinates marketing activities to promote Conference and Event Services.
3. Oversees box office scheduling assignments to ensure sufficient employee coverage.

4. Reports to the General Manager of Conference and Event Services.

Director of Operations
1   Manages events held in Conference and Event Services venues.
2. Provides production design for events held in Conference and Event Services venues.
3. Reports to the General Manager of Conference and Event Services.

Armand Hammer Alumni-Student Center Building Manager
1. Manages operations of the Armand Hammer Alumni-Student Center building.
2. Supervises staff assigned to the Armand Hammer Alumni-Student Center.
3. Reports to the General Manager of Conference and Event Services.

4.1.5.2   Director of Public Safety and Security
1. Ensures the security and safety of the University community.
2. Establishes and enforces safety and security guidelines.
3. Oversees the assets and operations of the Transportation Department and Motor Pool.
4. Facilitates preparation for and responses to emergencies.
5. Directs the University's parking operations through management of parking administration which includes enforcement of the University's and/or State parking regulations, assuring compliance with the Americans with Disabilities Act regulations.
6. Informs students, faculty members, and staff about safety policies and services through publication of periodic bulletins, presentations on crime, loss prevention, parking, and traffic control and development of appropriate communication and public relations activities.
7. Reports to the Executive Vice President and Chief Operations Officer.

4.1.5.3   Director for Auxiliary Services and Assistant to the Executive Vice President and Chief Operations Officer
1. Oversees all Auxiliary Service departments, coordinating the managers and staff to work as a team to provide proactive, efficient support services.
2. Develops overall plans, sets goals and deadlines, as well as develops procedures to direct and improve Auxiliary Services.
3. Creates, analyzes, and reviews marketing strategies for the various Auxiliary Services departments in an effort to maximize service and revenue.
4. Analyzes, negotiates, and reviews the University Bookstore, Pitney Bowes, vending contracts, and the physician services contract for the Student Health department.
5. Directs the budget process for all Auxiliary Service operations including assisting the managers with the preparation and submission of budgets for several cost centers and assisting the Executive Vice President and Chief Operations Officer with budget responsibilities for all of campus operations.
6. Ensures proper processing of all paperwork flowing through campus operations and Auxiliary Services.
7. Handles all issues not requiring the Executive Vice President and Chief Operations Officer's personal attention assisting with special events and projects as directed.
8. Reports to the Executive Vice President and Chief Operations Officer.

4.1.5.4   CityPlex Towers Operations Manager
1. Surveys and establishes the building systems required to ensure their safe and economical operation.
2. Directs a functional, preventative maintenance program for all building systems and ensure staff effectiveness in maintaining all equipment.
3. Reviews and responds to tenant complaints and requests.

4. Supervises and coordinates all construction work to ensure all work is performed in accordance with established specifications.
5. Coordinates and directs the direct energy management and conservation programs.
6. Manages the Chief Mechanic, Chief Engineer and other staff to create an efficient operation and maintenance of building systems.
7. Reports to the Executive Vice President and Chief Operations Officer.

4.1.5.5   CityPlex Towers Property Liaison

1. Coordinates with Trinity Commercial Properties and assists ORU with all on-site operations.
2. Oversees property operations, accounts receivables, the tenant service coordinator, and receptionist positions.
3. Assists the CityPlex Towers Operations Manager to ensure that all activities are conducted in compliance with all local, state, federal, landlord/tenant, and real estate laws.
4. Assists with capital projects.
5. Assists in the preparation of the annual operating budgets and other financial or operation reports.
6. Responds to tenant requests and problems.
7. Reports to the Executive Vice President and Chief Operations Officer.

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Vice President for Enrollment Management	Senior Director of Sponsored Programs	Controller	Chief Information Officer	Director of Human Resources and Risk Management	Director of Budget and Student Financial Services	Director of Administrative Services
		Director of General Accounting	Director of Career Services and Student Employment		Director of Student Accounts	Director of Purchasing

4.1.6   Executive Vice President and Chief Financial Officer

The Executive Vice President and Chief Financial Officer serves on the Executive Council and the Vice Presidents Council, reports to the President, and is responsible for the following:
1. Enrollment management.
2. Sponsored programs.
3. Administrative affairs.
4. Information technologies
5. Human resources.
6. Accounting
7. Budgeting
8. Treasury.

4.1.6.1   Senior Director of Sponsored Programs
1. Gathers and disseminates information on grant opportunities and activities.
2. Provides advisement and training regarding grant proposals.
3. Assists with project planning and proposal preparation.
4. Serves as a University liaison for grant activities.
5. Administers activities related to University Faculty Research Fund.
6. Reports to the Executive Vice President and Chief Financial Officer.

4.1.6.2   Controller
1. Develops, analyzes, and interprets statistical and accounting information in order to appraise operating results in terms of profitability, performance against budget, and other matters bearing on the fiscal soundness and operating effectiveness of the organization.
2. Assists in the development of the University's financial policies, accounting practices, maintenance of fiscal records, and preparation of financial reports.
3. Oversees the Payroll Department, Tax Department, Accounts Payable, Auxiliary Accounting, Restricted, and General Accounting.
4. Reports to the Executive Vice President and Chief Financial Officer

Director of General Accounting
1. Oversees and accounts for all University dollars.
2. Applies accounting standards through dual control of accurate accounting, balancing to the general ledger, and auditing procedures.
3. Oversees compliance and utilizes policy guidelines to assure that monies are spent in a reasonable, allocable, and allowable manner.
4. Prepares financial reports, invoicing, and helps prepare budgets for future grants.
5. Reports to the Controller.

4.1.6.3   Chief Information Officer

1. Provides strategic leadership of technology throughout campus to meet University goals.
2. Ensures academic technology needs and environments are provided by maintaining contact and communication with all academic deans.
3. Oversees system analysis, programming, computer operations, networks, and University computers.
4. Maintains continuous control of all reporting areas through management reports and direct supervision.
5. Confers with and advises subordinates regarding administrative policies and procedures, technical direction, and priorities.
6. Is responsible for all personnel, administrative, and information technology-related problems.
7. Is responsible for overall effectiveness and completion of goals for Information Technology activities.
8. Is responsible for budget development and administration and for development and implementation of Information Technology policies, objectives, and long-range strategies.
9. Reports on long-range plans, projects, and performance.
10. Reports to the Executive Vice President and Chief Financial Officer.

4.1.6.4   Director of Human Resources and Risk Management

1. Develops and executes strategies for managing organizational change that will balance the expectations and needs of the university, its employees, and its students.
2. Ensures that all company policies, procedures, and activities comply with applicable laws and regulations.
3. Oversees the recruitment and hiring of all staff.
4. Administers career services and student employment.
5. Administers risk management and benefits.
6. Reports to the Executive Vice President and Chief Financial Officer

Director of Career Services and Student Employment

1. Provides all new undergraduate students with an assessment of their individual strengths as a part of the Whole Person Assessment process.
2. Provides students and alumni with significant opportunities to network with potential employers.
3. Provides students and alumni with essential skills required to translate educational experience into career objectives.
4. Provides students and alumni with the resources to develop professionally.
5. Manages the University's online job board, resume books, and employer contact database.
6. Facilitates employer recruiting relationships for the University and individual academic colleges as requested.
7. Oversees the Student Work Study Program/Campus Employment to include all hiring processes and Human Resources compliance checks for the student workforce.
8. Reports to the Director of Human Resources and Risk Management.

4.1.6.5   Director of Budget and Student Financial Services

1. Directs and oversees the compilation and preparation of the University's annual operating budget submissions.
2. Participates in short and long-range fiscal planning and goal setting for the University and strategic planning projects with University-wide implications.
3. Directs the design, implementation, and support of budget management and reporting systems, and related policies and processes used to formulate the University-wide annual operating budget.
4. Oversees operations of Student Accounts, Student Loans, and Collections ensuring compliance with all state and federal regulations.
5. Reports to the Executive Vice President and Chief Financial Officer.

Director of Student Accounts

1. Oversees administration of student accounts.
2. Supervises administration of student loan programs.
3. Reports to the Director of Budget and Student Financial Services.

4.1.6.6 Director of Administrative Services
1. Assists in or orchestrates development of finance systems and processes.
2. Develops and maintains report templates for central and end users.
3. Acts as functional architect of the finance data warehouse.
4. Assists in the assessment, selection, and development of reporting tools and distribution methods.
5. Collaborates with IT personnel on finance system enhancements.
6. Maintains security to the finance system and diagnoses and resolves control breaches.
7. Maintains the chart of accounts.
8. Diagnoses and resolves problems related to finance system processes and functionality in conjunction with IT support.
9. Oversees Purchasing and Treasury.
10. Reports to the Executive Vice President and Chief Financial Officer.

Director of Purchasing
1. Provides advisement and assistance in developing bids for purchasing.
2. Oversees purchase requisitions.
3. Reports to the Director of Administrative Services.
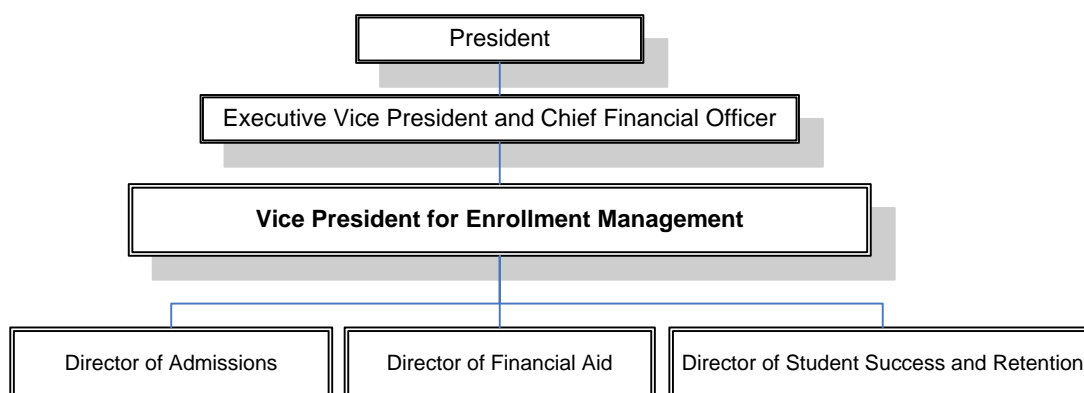
4.1.7 Vice President for Enrollment Management
The Vice President for Enrollment Management serves on the Vice Presidents Council, reports to the Executive Vice President and Chief Financial Officer, and oversees the following areas:
1. Admissions.
2. Financial aid.
3. Student success and retention.
4. Special events and certain campus conferences.
5. Enrollment policies and procedures.

4.1.7.1 Director of Admissions
1. Is responsible for recruiting potential undergraduate students.
2. Ensures prospective students and families are informed of ORU programs, scholarships and financial aid opportunities, and important deadlines.
3. Administers College Weekends and arranges other campus visitations, such as Eagle Days visits.
4. Oversees admissions process for graduate, undergraduate, and Online Campus. Directly responsible for admission of undergraduate students.

5. Provides oversight and guidance for ORU's status as an approved HED institution hosting international students.
6. Reports to the Vice President for Enrollment Management.

4.1.7.2   Director of Financial Aid
1. Administers both intramural and extramural financial aid monies for students from all colleges of the University.
2. Prepares necessary reports on the expenditure of financial aid funds.
3. Is responsible for operating various programs according to established guidelines.
4. Informs students regarding the financial aid process.
5. Assists students in completing the financial aid application process in a timely manner.
6. Provides customer service to students and their families.
7. Reports to the Vice President for Enrollment Management.

4.1.7.3   Director of Student Success and Retention
1. Provides assistance and guidance to at-risk students.
2. Provides daily comprehensive success coaching to students based on coaching requests initiated by a student, administrator, faculty, staff, or parent.
3. Responsible for training, implementation, and ongoing promotion of retention using tools such as RetentionRT.
4. Educates the ORU community on matters essential to students and their parents to improve retention.
5. Establishes relationships with parents of ORU students via events, phone contacts, and in-person contacts during visits or conferences.
6. Reports to the Vice President for Enrollment Management.

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                        │     President       │
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              ┌──────────────────────────────────────────┐
              │ Executive Vice President for University   │
              │              Advancement                  │
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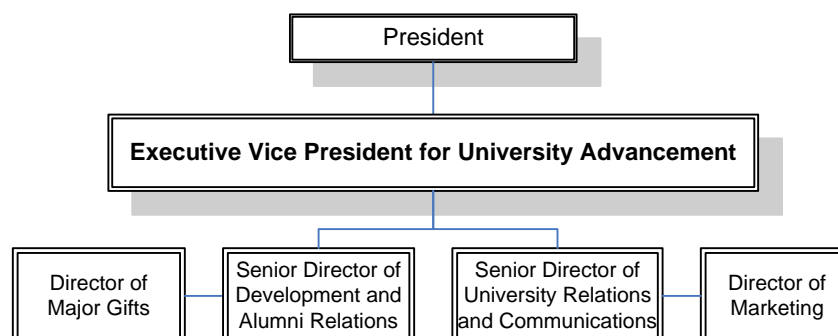
4.1.8   Executive Vice President for University Advancement

The Executive Vice President for University Advancement serves on the Executive Council and Vice Presidents Council, reports to the President, and is responsible for the following areas:
1. Alumni Relations.
2. Development Services.
3. Communications.
4. Public Relations.
5. Marketing.
6. University Media Productions.
7. University Broadcasting, Inc.

4.1.8.1   Senior Director of Development and Alumni Relations
1. Plans and implements programs and events involving alumni.
2. Directs fundraising efforts among alumni.
3. Manages accounting, information systems, and donor research for the ORU Alumni Foundation.
4. Coordinates activities of the boards of directors for Alumni Association and Alumni Foundation.
5. Serves as a liaison between churches, ministries, and Christian leaders and University departments and service providers.
6. Manages Annual Fund program.
7. Reports to the Executive Vice President for University Advancement.

4.1.8.2   Director of Major Gifts
1. Manages development including major donor services.
2. Ensures the accuracy, efficiency, and timely interface of donor information with other development requirements for the Development Office.
3. Provides donor information to all related parties, including on-site staff, regional directors, and appropriate executive management.
4. Reports to the Senior Director of Development and Alumni Relations.

4.1.8.3   Senior Director of University Relations and Communications
1. Is responsible for—on local, national, and international levels—increasing awareness of the University's history, record of accomplishments, and vision for the future.
2. Works to enhance the University's image in the media, in the community, and among various University constituents.
3. Produces and implements communications strategies for alumni relations and development
4. Edits the ORU alumni magazine, *Excellence*.
5. Oversees the operations at the Prayer Tower Visitors' Center.
6. Directs the University Media Productions Department
7. Directs requests for internal signage throughout the University.
8. Reports to the Executive Vice President for University Advancement.

4.1.8.4 Director of Marketing

1. Is responsible for establishing and implementing strategic and tactical marketing plans designed to build recruitment.
2. Is responsible for the general design of the website, heading the Navigation Committee that makes decisions on what functionality is added to the existing website.
3. Is responsible for all printed material used in recruitment of and communication with undergraduate and graduate students, coordinating all projects, assigning designers, and working with them through all phases: concept, design, approval, and printing.
4. Coordinates requested video production, ensuring consistency in the general design of all videos officially produced by the University.
5. Coordinates advertisements for graduate departments; coordinates with designers and directs advertising for Undergraduate Admissions.
6. Coordinates visits with outside advertising firms to produce photographs of the University.
7. Reports to the Senior Director of University Relations and Communications.

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                              │    President    │
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                              │ Athletic Director│
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| Associate Athletic Director of Business Administration and Senior Women's Administrator | Associate Athletic Director of Compliance | Associate Athletic Director of Marketing | Associate Athletic Director of Development | Assistant Athletic Director of Academics | Head Coach Men's Basketball | Head Coach Baseball | Head Coach Women's Basketball |

| Head Coach Volleyball |
| Head Coach Men & Women's Golf |
| Director of Strength and Conditioning |
| Head Coach Men's Tennis |
| Head Coach Women's Tennis |

| Head Coach Women's Soccer |
| Head Coach Men's and Women's Track |
| Head Coach Men's Soccer |
| Director of Compliance |

| Assistant Athletic Director of Media Relations |
| Director of Ticket Sales |
| Director of Game Operations |

| Director of Athletic Academics-Degree Advancement |
| Director of Athletic Academics-Eligibility |

4.1.9   Athletic Director

The Athletic Director serves on the President's Council and the Vice Presidents Council, reports to the President, oversees the coaching staff, and is responsible for the operation of the Intercollegiate Athletic Program including the following areas:
1. Business administration and travel.
2. NCAA and conference rules compliance.
3. Marketing, fundraising, and radio and television broadcasts.
4. Media relations and sports information.
5. Sports medicine.
6. Strength and conditioning.
7. Academics and life skills.
8. Coaching of the 16 NCAA Division I sports.
9. Golden Eagle Club.

4.1.9.1   Associate Athletic Director of Business Administration and Senior Women's Administrator

1. Is responsible for management of the financial, operational, and personnel affairs of the Athletic Department.
2. Ensures representation of women's interests at campus, conference, and national levels.
3. Oversees specific sports programs.
4. Reports to the Athletic Director.

Director of Strength and Conditioning
1. Develops, for each sport, a strength and conditioning program.
2. Implements strength and conditioning programs to meet specific goals.
3. Reports to the Associate Athletic Director/Business Administration and Senior Women's Administrator.

4.1.9.2 Associate Athletic Director of Compliance
1. Is responsible for the overall management of the NCAA Compliance program.
2. Ensures compliance with NCAA rules and regulations, communicates new legislation, and provides rule interpretations to coaches
3. Is responsible for reporting NCAA forms annually.
4. Oversees event management and operations of specified sports programs.
5. Reports to the Athletic Director.

Director of Compliance
1. Assists with all National Letters of Intent and athletic scholarships.
2. Assists with annual NCAA reporting and student athlete eligibility waivers.
3. Reports to the Associate Athletic Director of Compliance.

4.1.9.3 Associate Athletic Director of Marketing
1. Serves as the director of marketing.
2. Oversees the sports licensing program.
3. Is responsible for the development and implementation of marketing, promotions, and donor programs for the Athletic Department.
4. Serves as the executive director of the Golden Eagle Club.
5. Reports to the Athletic Director.

Assistant Athletic Director of Media Relations
1. Is responsible for public relations and press box operations.
2. Is responsible for media guides and publications.
3. Maintains statistics for all sports.
4. Reports to the Associate Athletic Director of Marketing.

Director of Game Operations
1. Develops and coordinates promotional activities occurring during sporting events.
2. Manages honorary coaching program.
3. Reports to the Associate Athletic Director of Marketing.

4.1.9.4 Associate Athletic Director of Development
1. Develops and coordinates fundraising events and opportunities.
2. Oversees ticket sales and marketing of sporting events.
3. Directs specified sports programs.
4. Reports to the Athletic Director.

Director of Ticket Sales
1. Is responsible for ticket sales to ORU athletic events.
2. Is responsible for season ticket campaign and individual and group sales tickets.
3. Assists in production of print advertising.
4. Is responsible for all promotional operations at all ORU athletic events.
5. Assists in sponsorship sales.
6. Is responsible for coordination of special athletic events such as tournaments and auctions.
7. Reports to the Associate Athletic Director of Development.

4.1.9.5 Assistant Athletic Director of Academics
1. Is responsible for the administration of academic support, including tutors and study hall.
2. Monitors the academic progress and performance of athletes.
3. Directs the NCAA CHAMPS Life Skills Program.
4. Reports to the Athletic Director.

Director of Athletic Academics-Degree Advancement
1. Manages Eli Center directing student athletic tutoring program.
2. Coordinates diversity awareness activities.
3. Reports to the Assistant Athletic Director/Academics.

Director of Athletic Academics-Eligibility
1. Oversees academic eligibility compliance.
2. Coordinates eligibility committee addressing compliance issues.
3. Reports to the Assistant Athletic Director/Academics.

4.1.9.6 Head Coaches
The following sports have head coaches: men's and women's basketball, baseball, volleyball, men's and women's tennis, men's and women's golf, men's and women's soccer, and men's and women's track.
1. Manage and administer all phases of the assigned varsity intercollegiate sports program.
2. Actively coach players and supervise assistant coaches.
3. Report to the Athletic Director or appropriate Associate Athletic Director as assigned.

4.2   POLICIES AND PROCEDURES

For the purposes of the policies in this section, "administrator" is defined to be any member of the Vice Presidents Council, all academic deans, and the Director of Institutional Research.

All policies that appear in the "Policies and Procedures" section of chapter 2 titled "Faculty" apply to administrators unless superseded by a policy in this chapter. When faculty policies call for approval by or reporting to chairs or deans, administrators should substitute their direct supervisor. It is understood that administrators do not work under contract; therefore, references to contracts in the faculty chapter should be disregarded when applied to administrators.

4.2.1   Move from a Faculty Position to Administrative Position

When a person vacates a full-time faculty position to accept a full-time administrative position, the following apply:
1. The person shall serve for such a time and have such authority and responsibility as the President shall determine in consultation with the Board of Trustees.
2. The person's faculty rank is preserved and time accrual toward promotion continues creating an opportunity to apply for promotion in faculty rank upon returning to a full-time faculty position.

4.2.2   Academic Dean

4.2.2.1   Selection of Academic Dean (revised 9/22/11)

Because of the diversity of the colleges, procedures concerning the choosing of an academic dean should be decided at an individual college level with the advice and consent of upper administration and Human Resources Management. This process will involve appropriate input and recommendations from the faculty of the given college to upper administration.

4.2.2.2   Administrative Title (revised 9/22/11)

An Academic Dean is granted the administrative title "Dean of the College."

4.2.2.3   Qualifications

The minimum qualifications of an academic dean include the following:
1. Meets all the qualifications of a regularly appointed faculty member in the appropriate college.
2. Meets the spiritual qualifications and "mission fit" expected of a tenured faculty member. Applicants not already members of the ORU faculty must be reviewed in a process similar to that expected of a tenured faculty applicant by a committee of five members appointed by the Provost. At least one tenured faculty member from outside the appropriate college must be included on the committee.

4.2.2.4   Responsibilities to faculty and students while serving as dean (revised 9/22/11)

The minimum responsibilities of an academic dean include the following.
1. An Academic Dean shall be actively involved in guest lecturing, panel presentations, and team teaching, etc. equal to three credit hours a year or equivalent service determined by the VPAA.
2. Each Academic Dean shall be evaluated annually by the VPAA based on input from the faculty that they serve as Dean.

4.2.2.5   Status of Academic Dean (revised 9/22/11)

The following policies specify the status of an academic dean as a faculty member with special standing.
1. **Classification of the role of Academic Dean**
   The faculty rank of an Academic Dean is determined by the following.
   a. An Academic Dean is the leader of a specific college or area of service, serving at the pleasure of the president, with preserved faculty status and rank.

b. An Academic Dean hired from outside the University shall be assigned a faculty rank, based on academic qualifications.

2. **Leaving the office of Academic Dean**
Upon termination from the position of Academic Dean for reasons other than moral failure or illegal activities, the person has the following options.
   a. The Academic Dean who has previously served as a professor at the university and desires to stay at the university may return to a faculty position, if one is available. The department/college should make a concerted effort to accommodate the dean. If the position is not feasible, the dean shall be paid at least one year's compensation at his/her Dean's salary from the date of termination.
   b. The Academic Dean who has been granted tenure previously has proven teaching excellence and as such should return to a teaching position at his/her faculty rank. The department/college should make a concerted effort to accommodate the Dean. If the position is not feasible, the dean shall be paid severance based on his/her tenured status.
   c. If the Academic Dean is granted sabbatical leave and/or offered an adjunct position in anticipation of a full time position, this period should continue to be accrued toward tenure and advancement in rank.
   d. The Academic Dean who has not previously served as a professor at the university shall be paid at least one year's compensation at his/her Dean's salary from the date of termination.

3. **Abeyance**
Faculty prerogatives of the Academic Dean put into abeyance include the following.
   a. The Academic Dean's faculty rank is preserved and time accrual toward promotion continues, creating an opportunity to apply for promotion in faculty rank upon returning as a full-time faculty.
   b. Time accrual toward sabbatical leave continues developing eligibility to apply for sabbatical when the person returns to a full-time faculty position.
   c. The Academic Dean is not eligible for tenure, but time accrual toward tenure continues. The Academic Dean may apply for tenure as faculty when the person returns to a full-time faculty position.
   d. A tenured faculty member who becomes an Academic Dean maintains his/her tenured faculty status; however, tenure is put into abeyance until the position of Academic Dean is vacated and the person returns to full-time faculty status.

4.2.3   Responsibilities
An administrator has many responsibilities to the University, students, faculty, and administration. Responsibilities include the following:

4.2.3.1   Spiritual and Ethical
1. All administrators attend chapels.
2. All academic deans attend faculty chapels. They also attend selected faculty or University-wide meetings.
3. Each year all administrators sign and support the Honor Code Pledge.
4. Administrators shall not use professional relationships with students or faculty members or use institutional facilities or privileges to further personal private gain. They shall accept no gratuities, gifts, or favors that might impair professional judgment.
5. Administrators shall not use, directly or indirectly, the prestige and/or influence of the University in their personal affairs. For an administrator to act for or on behalf of the University without prior approval is prohibited. The use of the University's name, letterhead, or influence on behalf of any private individual member of the University community is strictly prohibited.

6. Administrators must adhere to all laws addressing the ethical use of others' materials, whether it is in the form of print, video, multimedia, or computer software.

4.2.3.2   Professional
1. Administrators shall attend University, college, and departmental meetings associated with their jobs.
2. Administrators shall participate in commencement exercises.
3. Administrators should hold membership and participate in professional organizations and attend professional conferences associated with their positions.
4. Administrators shall remain current in their areas.
5. Administrators shall complete and submit paper work in a timely fashion.
6. Administrators need to show courtesy to colleagues by promptly responding to phone calls, emails, and memos.
7. Administrators should encourage correct use of the English language, and they should be exemplary in their use of the English language.
8. Administrators who are unable to fulfill their responsibilities must notify their immediate supervisors in advance, if possible.

4.2.3.3   Miscellaneous
1. Administrators should engage in a healthy lifestyle that includes an aerobics exercise program.
2. Administrators should be familiar with University documents relating to their assignments, including the catalog and this handbook.
3. Administrators shall be collegial (e.g., supporting colleagues and University functions).

4.2.4   Absences

4.2.4.1   Vacations and Holidays
Vacation time for administrators does not generally correspond to the academic calendar. In recognition of the demands on their time, administrators are allowed 20 working days of leave during each calendar year in addition to official University holidays. Refer to the Employee Handbook for additional information.

4.2.4.2   Sick Leave
Sick leave is available for personal illness or injury to use upon completion of 90 calendar days. Sick leave accrues at five days of sick leave per year with a maximum of 20 days. Refer to the Employee Handbook for additional information.

4.2.5   Extra Employment and Obligations
Administrators shall not engage in activities that may prevent them from fulfilling their full professional responsibilities to the University or that in any way represent a conflict of interest with the goals of the University. Specifically excluded are the occasional consulting, speaking engagements, or church-related activities typical of Oral Roberts University administrators.

4.2.6   Personnel Files
Personnel files for academic deans are maintained by the office of the Vice President for Academic Affairs. Personnel files for other administrators are maintained by the Human Resources Department unless the administrators have held faculty status, in which case, the personnel files are maintained by the office of the Vice President for Academic Affairs.

4.2.7 Professional Development

4.2.7.1 Tulsa County Professional Development (The Eighth Floor)

All academic deans are eligible to attend training and classes at the Eighth Floor. In addition, special classes for administrators are offered from time to time.

4.2.7.2 Tuition Assistance, Reimbursement, and Waiver

The information for full-time faculty members that appears in the sections titled "Tuition Benefit Programs at ORU" and "Tuition Assistance for Family Members" applies to administrators.

4.2.7.3 Faculty Connections

Administrators participate in annual Faculty Connections activities during the academic year.

4.2.8 Resignation

It is customary for any administrator intending to terminate employment at the University or change status within the University to notify in writing his or her direct superior at least two weeks in advance. However, because of the nature of academic employment, professionalism dictates that all administrators—especially those directly involved in the instructional process—time resignations to coincide with the academic semester.

4.3 COMMITTEES

4.3.1 Executive Council

1. Consists of the President, Provost, Executive Vice President and Chief Financial Officer, Executive Vice President and Chief Operating Officer, and Vice President and General Counsel.
2. Meets frequently to consider matters that cross administrative lines and/or that affect the University as a whole.
3. Reviews all major expenditures, budgets, and personnel requests.
4. Coordinates all University policy development.
5. Creates and reviews long-range planning.
6. Is chaired by the President.

4.3.2 Vice Presidents Council

1. Consists of the President, Provost, Executive Vice President and Chief Financial Officer, Executive Vice President and Chief Operating Officer, Vice President for Academic Affairs, Vice President for Enrollment Management, Vice President for Development, Vice President of Sponsored Programs and Administrative Affairs, and the Athletic Director.
2. Meets when requested by the President to consider assigned matters that cross administrative lines and/or that affect the University as a whole.
3. Makes recommendations to the President on all assigned matters.
4. Is chaired by the President.

4.3.3 University Planning Council

1. Consists of the Provost, Executive Vice President and Chief Financial Officer, Executive Vice President and Chief Operating Officer, Director of Institutional Research, Director of Public Relations, and selected members of the faculty and Board of Trustees.
2. Meets when requested by the President to consider assigned matters that cross administrative lines and/or that affect the University as a whole.
3. Makes recommendations to the President on all assigned matters.
4. Is chaired by the Provost.

4.3.4   Deans Council
1. Consists of the Vice President for Academic Affairs, the academic deans, the Dean of Spiritual Formation, the Dean of Student Development, and the Director of Institutional Research.
2. Disseminates information to the Chairs Council.
3. Coordinates academic matters among the University's colleges.
4. Makes recommendations to the Vice President for Academic Affairs on all assigned matters.
5. Is chaired by the Vice President for Academic Affairs.

4.3.5   Chairs Council
1. Consists of the chairs of the various academic departments and representatives from other areas of the University.
2. Meets on a regular basis to consider intercollegiate matters.
3. Acts upon items referred to it by the Deans Council.
4. Makes recommendations to the Vice President for Academic Affairs on all assigned matters.
5. Is chaired by a dean appointed by the Vice President for Academic Affairs.

4.3.6   Institutional Improvement and Student Learning Committee
1. Consists of the Director of Institutional Research, a representative from the General Education Committee, a student representative, the Director of Compliance from the athletic program, the Provost, the Vice President for Enrollment Management, the Vice President for Academic Affairs, and deans or faculty members from each of the six colleges.
2. Oversees University assessment and improvement.
3. Assists colleges and departments in measuring student learning.
4. Assists both academic and nonacademic departments in program assessment and evaluation activities, including the compilation of an assessment catalog.
5. Studies ways to ensure that program improvements result in improved student learning.
6. Informs the University community of the progress in the assessment program and the effectiveness of assessment efforts.
7. Is chaired by the Director of Institutional Research.

4.3.7   Multiethnic and Intercultural Relations Committee
1. Consists of the Dean of Spiritual Formation, Dean of Student Development, and several representatives from Academics.
2. Promotes events to increase awareness of ethnic and cultural diversity.
3. Coordinates efforts to integrate diversity into educational experiences.
4. Participates in the development of centers for community involvement with diversity on-campus.
5. Is chaired by the Dean of Spiritual Formation.

4.3.8   Navigation Committee
1. Consists of the Vice President for Enrollment Management, Director of Marketing, Director of Public Relations, Assistant Director for Admissions, a representative from Academics, and two web programmers.
2. Reviews and authorizes functionality, navigation, and content changes to the ORU homepage and website.
3. Reviews and authorizes recommended changes regarding departmental web pages.
4. Encourages and assists the University community in internet development.
5. Implements the search engine optimization research.
6. Tracks and records traffic.
7. Reviews and approves videos throughout website.
8. Is chaired by the Director of Marketing.

4.3.9   Radiation Safety Committee

1. Consists of no fewer than five members appointed by the Vice President for Academic Affairs. The committee must include an institutional financial officer and at least two former or currently certified radioactive isotope handlers or users.
2. Is mandated by Oklahoma and federal laws and regulations.
3. Is familiar with all pertinent Oklahoma Department of Environmental Quality and federal regulations and all University policies and procedures as contained in the "Guidelines to the Use of Radioisotopes and Radionuclides" (the latest edition).
4. Is responsible for assuring the safety of human subjects involved in receiving, handling, using, storing, or transporting any and all radioisotopes and/or radionuclides.
5. Is chaired by a member of the committee who has been approved by the U.S. Nuclear Regulatory Commission and/or the Oklahoma Department of Environmental Quality Land Protection Division/Radiation Management Section and subsequently appointed by the Vice President for Academic Affairs.

4.3.10   University Safety Committee

1. Consists of members of the University as appointed by the Provost.
2. Is responsible for ensuring a safe and hazard free workplace for students and employees of the University.
3. Is chaired by the Director of Public Safety and Security.

4.3.11   Institutional Review Board

1. Consists of no fewer than five members appointed by the Vice President for Academic Affairs.
2. Is mandated by federal law.
3. Is familiar with all pertinent federal regulations and all University policies and procedures as contained in the "Guidelines to the Use of Human Subjects in Research" (the latest edition).
4. Is responsible for assuring that the rights of human subjects involved in research are protected.
5. Is chaired by a member appointed by the Vice President for Academic Affairs.

4.3.12   Intellectual Property Committee

1. Consists of five members: an appointed Chair, the Chief Information Officer of the University, a staff member appointed by the President, and two faculty members appointed by the President upon recommendation from the Provost.
    a. The Chief Information Officer is designated as secretary.
    b. Vacancies occurring on the committee shall be filled by the same process and with persons from the same employment status as the former member.
2. Activities of the committee include the following:
    a. Develops and recommends policy relating to intellectual property to the Board of Trustees.
    b. Hears and addresses issues regarding ownership of intellectual property.
    c. Promulgates guidelines and procedures for the implementation of the IP Policy, as listed in Appendix F.
    d. Reviews all disclosures submitted by author(s).
    e. Reviews as appropriate, agreements on intellectual property matters that may be entered into as a prerequisite to ORU participation in a sponsored project or receipt of a grant or contract.
    f. Administers the intellectual property interests of ORU in a manner consistent with the IP Policy.
3. Is chaired by an appointee of the Board of Trustees.

4.3.13   Honors Council

1. Consists of the Director of the Honors Program, Associate Director of the Honors Program, and academic deans.

2. Oversees OSLEP, Rhodes, Goldwater, Fulbright, Truman, and other similar scholarship programs.
3. Plans and implements annual events honoring graduating students who have excelled academically and faculty members who have been recognized for outstanding teaching, research, or service.
4. Maintains contact with advisors of department honor societies.
5. Is chaired by the Director of the Honors Program.

APPENDIX A—Summary of Faculty Appointment Procedures

Faculty Position Procedures

To Create a New Faculty Position
• Chair/Dean sends "Request to Create a New Faculty Position" form to VPAA
• VPAA, Provost, and President recommend position to Academic Affairs Committee
• Board of Trustees approves and creates an open faculty position

To Fill an Existing Faculty Position
• Chair/Dean sends "Request to Fill an Existing Faculty Position" form to VPAA
• VPAA, Provost, and President approve request and open an existing faculty position

Procedures to Fill an Open Faculty Position

Procedure	Responsible Entity	Form, Document, or Action
1. Prepare search plan.	Chair/Dean and Faculty Hiring Coordinator	Communicate with Human Resources
2. Determine application deadline.	Chair/Dean	Communicate with Human Resources
3. Appoint search committee.	Dean	Contact Appointed Search Committee Members
4. Process documents and acknowledge receipt of each application.	Chair of Search Committee	Letter acknowledging receipt of application
5. Evaluate pool.	Search Committee	Faculty Appointment Evaluation form
6. Begin selection process by reviewing faculty applications and checking references.	Search Committee	Faculty Appointment Evaluation form
7. Request and evaluate written statements of faith.	Search Committee	Spiritual-Fit Questions
8. Conduct interviews.	Search Committee, Dean, VPAA, and Provost	Interview Questions
9. Review search committee recommendations.	Dean, VPAA, Provost, and President	Faculty Appointment Evaluation form, summaries, and hiring file
10. Recommend candidate to Academic Affairs Committee of Board of Trustees.	VP Academic Affairs	Recommendation to Academic Affairs Committee of Board of Trustees
11. Approve to make offer.	Board of Trustees	Memo granting approval to make conditional offer
12. Make conditional offer.	Dean	Letter of conditional offer of academic employment
13. Conduct background check.	VP Academic Affairs	Disclosure & Authorization form
14. Appoint candidate to position.	Board of Trustees	Letter of Appointment
15. Make arrangements with Finance Department, Human Resources, and Director of Faculty Development.	VP Academic Affairs	Appropriate forms or memos

Note: The Board of Trustees has final approval and appoints all faculty members.

APPENDIX B—Faculty Appointment Evaluation Form

Approved January 2009

An interactive version of this form is available online at
http://www.oru.edu/faculty_and_staff/faculty/fac_docs/faculty_appointment_evaluation_form.pdf

FACULTY APPOINTMENT EVALUATION FORM

Date _____

Position Advertised _____

Essential Qualifications and Experience _____

Preferred Qualifications and Experience _____

Name of Candidate _____

Degrees Earned _____

Postdoctoral Experience (a) yes/no   (b) teaching/research   (c) number of years _____

Department/College _____ /_____

Evaluation of Faculty Applicant
A. Evaluation of faculty applicant based on the application
1. Does the applicant meet criteria as posted in the advertised faculty position? yes/no
If not, what criteria are not met?
_____
_____
_____

2. Does the applicant reflect spiritual and lifestyle criteria expected of faculty members? yes/no
__
If not, what criteria are not met?
_____
_____
_____

B. Evaluation of faculty applicant based on the applicant's written theological statement
1. Indicate the applicant's strengths.
_____
_____
_____

2. Indicate any weaknesses.
_____
_____
_____

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C. Evaluation of faculty applicant based on the applicant's interview:
1. Applicant's knowledge of content required for the faculty position

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2. Applicant's interpersonal skills (social interaction), communication abilities, etc.

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3. Applicant's teaching skills

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4. Applicant's personality and character

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5. Applicant's view about ORU

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6. Applicant's strength of commitment to Christian tenets

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7. Consistency between written theological statement and interview answers

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8. Additional comments

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D. Overall evaluation of faculty applicant:
1. Summary Comments

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2. Overall Impression—Circle one.

Superior   Excellent   Strong   Capable   Weak   Very Weak

3. Recommendation

Hire _____   Hold for further consideration _____   Remove from consideration _____
Other_____

_____   _____
Search Committee Chair (signature)   Date

APPENDIX C—Spiritual-Fit Questions

SPIRITUAL-FIT QUESTIONS

These are questions for a written theological statement from applicants whose faculty applications indicate they may be appropriate candidates to fill the faculty vacancies.

Directions for faculty applicant--Answer each question in a few sentences to a paragraph in length.
1. Describe your prayer life and Bible study habits.
2. Give some examples of how you apply the Bible and/or Biblical principles to your everyday life.
3. What does the "the Spirit-filled life" mean to you, and how do you personally live it out?
4. Have you received the prayer language or do you actively seek to release it? ("Actively seeks" means an integrity that demonstrates an openness in which the person has a genuine desire for this experience.)
5. In what ways are you striving to grow in your faith and walk more closely with God?
6. Jesus modeled servant leadership, one who willingly served others. Describe some ways that you personally serve others, such as church or community volunteer work.
7. Relate or describe any mission trips or evangelistic activities in which you have participated.
8. One of ORU's core values is "excellence with integrity." What are some moral qualities you consider important for Christians to have?
9. We believe that all people have been created in the image of God and deserve to be respected. How might you demonstrate this value to your students?
10. Read through the ORU documents online (e.g., Founding Vision, Core Values, Honor Code Pledge). Choose a statement, phrase, or section from them and comment on it—perhaps telling what that statement means to you or what your views are concerning it or how it would be important for students to learn.
11. The vision of Oral Roberts University is a message heard from God by Oral Roberts: "Build Me a university. Build it on My authority, and on the Holy Spirit. Raise up your students to hear My voice; to go where My light is dim, where My voice is heard small, and My healing power is not known, even to the uttermost bounds of the earth. Their work will exceed yours, and in this I am well pleased." If you were on the faculty of Oral Roberts University, how would you integrate the vision into your day-to-day classes? Please be specific, for example, how would your classes be built upon the authority of the Holy Spirit? How would you encourage your students to hear God's voice above all others?

APPENDIX D—Interview Questions

Revised April 2013

INTERVIEW QUESTIONS

These questions are to be posted on the Human Resources web pages
so applicants can ponder them before they are asked to answer them during an interview.

These are questions suggested for the potential faculty member's interview (section C of the "Faculty Appointment Evaluation Form" from selected applicants in order to learn more about the applicant's beliefs and spiritual fit. Of course, the department chair and search committee members can ask questions that follow up on answers an applicant has given in the written answers, which would have already been submitted before the interview stage. Each ORU college and department knows the academic qualifications needed for its specific needs and situations, and those should be left to them to decide. It is the University -wide Christian charismatic element addressed in the institutional documents that these questions address.

1. Describe your journey of faith.
2. What in your view are the Biblical requirements for spiritual leadership?
3. How do you participate in the spiritual life within your community?
4. In what ways are you active in ministry?
5. How do you live out your faith in a way that exemplifies God's love toward us and would encourage others to seek God?
6. How do you view your work as a vocation--a call from and a duty to God?
7. How do you integrate your Christian worldview with your academic discipline?
8. Explain how you bring your faith into the classroom?
9. How can you promote spiritual formation in the lives of your students?
10. The ORU mission statement talks about a "whole person" education incorporating spirit, mind, and body. How can you help promote a whole person education for your students?
11. It is through the trials of life that one demonstrates and gives witness to their true core beliefs. For example, Christians can experience suffering, tough challenges in life, and prayers that go unanswered. A person can believe in healing and yet not have experienced a full or complete healing for many years. In such cases, how can we explain God's omnipotence with such difficult situations? Many of our students go through rough times while at ORU, so how can we help them strengthen their faith during life's challenges?
12. Another ORU core value states that "We believe that all people have been created in the image of God and deserve to be respected." As a Christian university that has a wide ethnic diversity, ORU believes "unity in diversity" is an important factor. How might you model a life that shows you believe that "all people have been created in the image of God and deserve to be respected"?
13. One of ORU's core values is "excellence with integrity," which says, "We strive to operate with, and instill in our students, excellence with integrity in all personal, academic, professional, and corporate endeavors." How can you model this to your students?
14. Hypothetically, if there were no University policy regarding cheating or plagiarism, how would you deal with such an incident in your classroom?
15. How can you promote spiritual formation in the lives of your students?
16. What are your views on homosexuality and on unmarried couples living together?
17. Part of ORU's founding vision recounts God's commission to Oral Roberts to "Raise up your students to hear My voice, to go where My light is dim, where My voice is heard small, and My healing power is not known, even to the uttermost bounds of the earth." In what ways do you think ORU can help graduate students who make a difference for Christ?
18. Describe one way in which God has used you to positively influence another person spiritually.
19. Describe a time when you had to trust God and walk by faith or when you sought God's guidance for a decision.

APPENDIX E—Copyright Compliance Policy

Revised January 2012

I.   STATEMENT OF COMPLIANCE.

Oral Roberts University ("ORU") operates in compliance with the Copyright Act (Title 17 of the United States Code) which grants copyright holders some exclusive rights to uses of their works. ORU directs faculty, staff, and students to comply with the Copyright Act and provides, through this policy, information and clarification on the restrictions imposed by copyright law on the use of creative works, as well as the exceptions for uses permitted under the Fair Use Clause.

Copyright is designed to promote science and the arts by protecting the rights of the creator(s) of new works to reproduce, adapt, publish, perform, and display these works. These exclusive rights are limited by the concept of "fair use" which allows the use of copyrighted works "for purposes such as criticism, comment, news reporting, teaching (including multiple copies for classroom use), scholarship, or research" (U.S. Code Title 7 section 107).

II.   PROTECTION OF COPYRIGHTS.

Any original creative work that is fixed in a tangible form is protected by copyright. These include:
- Literary works;
- Musical works;
- Dramatic works;
- Pantomimes and choreographic works;
- Pictorial, graphic, and sculptural works;
- Motion pictures and other audiovisual works;
- Sound recordings; or
- Architectural works.

Although it was once required for works published in the United States to include a notice of copyright, protection is now automatic. Copyright is in effect the moment a work is fixed in any tangible form (including print and audio/visual/digital recordings). No copyright symbol is required for a work to be protected by copyright. The copyright holder is generally the Author(s) of the work, but copyright can be transferred to an employer or any other individual(s) or institution(s), which is usually the case in a "work for hire."

Copyright is in effect for a limited term which varies according to the date of creation or publication. This reference table, *When U.S. Works Pass into the Public Domain,* was prepared by Dr. Laura Gasaway at the University of North Carolina and is also available and updated online (http://www.unc.edu/~unclng/public-d.htm):

DATE OF WORK	PROTECTED FROM	TERM
Created 1-1-78 or after	When work is fixed in tangible medium of expression	Life + 70 years [1] (or if work of corporate authorship, the shorter

		of 95 years from publication, or 120 years from creation [2]
Published before 1923	In public domain	None
Published from 1923-63	When published with notice [3]	28 years + could be renewed for 47 years, now extended by 20 years for a total renewal of 67 years. If not so renewed, now in public domain
Published from 1964-77	When published with notice	28 years for first term; now automatic extension of 67 years for second term
Created before 1-1-78 but not published	1-178, the effective date of the 1976 Act which eliminated common law copyright	Life + 70 years or 12-31-2002, whichever is greater
Created before 1-1-78 but published between then and 12-31-2002	1-1-78, the effective date of the 1976 Act which eliminated common law copyright	Life + 70 years or 12-31-2047 whichever is greater

1 Term of joint works is measured by life of the longest-lived author.
2 Works for hire, anonymous and pseudonymous works also have this term. 17 U.S.C. § 302(c).
3 Under the 1909 Act, works published without notice went into the public domain upon publication. Works published without notice between 1-1-78 and 3-1-89, effective date of the Berne Convention Implementation Act, retained copyright only if efforts to correct the accidental omission of notice was made within five years, such as by placing notice on unsold copies. 17 U.S.C. § 405.   (Notes courtesy of Professor Tom Field, Franklin Pierce Law Center and Laura Gasaway).

Materials for which the copyright has expired are in the public domain. Materials produced by the U.S. federal government are also in the public domain, although copyright restrictions may apply to government materials published by independent vendors. Materials in the public domain are free of copyright restrictions. See the Stanford University Libraries page on The Public Domain for more information. For information on music in the public domain, visit www.pdinfo.com.

III.   FAIR USE OF COPYRIGHTED WORKS.

Copyright Law imposes certain limitations on the exclusive rights of the copyright holder. The following text is from a section known as the *Fair Use Clause:*

Notwithstanding the provisions of sections 106 and 106a, the fair use of a copyrighted work, including such use by reproduction in copies or phonographic records or by any other means specified by that section, for purposes such as criticism, comment, news reporting, teaching (including multiple copies for classroom use), scholarship, or research, is not an infringement of copyright. In determining whether the use made of a work in any particular case is a fair use the factors to be considered shall include:

A.   the purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes;

B.   the nature of the copyrighted work;

C.   the amount and substantiality of the portion used in relation to the copyrighted work as a whole; and

D.   the effect of the use upon the potential market for or value of the copyrighted work.

In general:

A.   Use of a work for educational purposes by non-profit, accredited educational institutions weighs toward fair use, whereas use for commercial purposes weighs against fair use.

B.   Commentary, criticism, and "transformative" uses (incorporating parts of a work into a new, original presentation) weigh for fair use, whereas reproduction of a work as it was originally created weighs against.

C.   Course packs are generally not allowed, but an instructor could distribute copies of his or her own commentary on or criticism of a copyrighted work, including portions of that work for reference, provided the restrictions on amount, substantiality, and impact on marketability are honored.

D.   The use of creative works such as fiction novels, paintings, plays, music, movies
and other forms of artistic expression, including materials that are as of yet unpublished, weighs against fair use. Use of factual information from nonfiction articles or books weighs for fair use.

E.   In general, using less of a work weighs more favorably toward fair use. However, in some cases, the entire work may be necessary to the use.

F.   Market effect includes the impact of the loss of sales and/or licensed usage. Uses that prevent sales weigh heavily against fair use. Copying and distributing portions of a book, for instance, that students would otherwise be expected to buy is not allowable under the Fair Use Clause. Uses that are allowed for classroom instruction under the Fair Use Clause might require permissions and licensing if used for other purposes, such as a book published for the commercial market.

ORU students, faculty and staff are directed to the guidelines listed below for help in utilizing the provisions of the Fair Use Clause. These have been developed to help users determine how much and for what purpose another's work may be used under the provisions of the Fair Use Clause without seeking permissions and paying royalties:

A.   The <u>Agreement on Guidelines for Classroom Copying in Not-for-profit Educational Institutions with respect to books and periodicals</u>* developed by an Ad Hoc

Committee to establish specific *minimum* quantities for copies (visual and sound) allowed by Fair Use and submitted to the House Judiciary Subcommittee on March 19, 1976;

B.   Guidelines for Educational Uses of Music *;

C.   Guidelines for Off-Air Recording of Broadcast Programming for Educational Purposes*;

D.   ALA Model Policy Concerning College and University Photocopying for Classroom, Research and Library Reserve Use posted on the website of The Coalition for Networked Information;

E.   Using Software: A Guide to the Ethical and Legal Use of Software for Members of the Academic Community posted on the website of The Coalition for Networked Information;

F.   Library and Classroom Use of Copyrighted Videotapes and Computer Software by Mary Hutchings Reed and Debra Stanek,   American Library Association, 1986, archived on the website of The International Federation of Library Associations (IFLA); and

G.   Fair Use Guidelines for Educational Multimedia, produced by the Educational Multimedia Fair Use Guidelines Development Committee, 1996, and included in the University of Texas Copyright Crash Course.

*These guidelines are included in Circular 21-Reproduction of Copyrighted Works by Educators and Librarians issued by the United States Copyright Office and are provided in the Appendix.

IV.   DIGITAL MILLENNIUM COPYRIGHT ACT (DMCA).

The DMCA, Title II, Section 512(c)(3) was enacted in 1998. In accordance with its provisions to limit the liability of non-profit institutions of higher education for copyright infringement committed by their faculty or students, allegations of copyright infringement by users of the ORU network will be investigated. Any users of the ORU network determined to have infringed the copyrights of others will be subject to disciplinary action, including immediate termination of online access, employment and/or enrollment. Copyright holders who believe ORU users are infringing their copyrights should send notification to:

DMCA Compliance Officer
Oral Roberts University
7777 South Lewis Avenue
Tulsa, OK 74171
Phone (918) 495-7138

V.   TEACH ACT.

The Technology, Education and Copyright Harmonization Act of 2002 is an amendment to Section 110(2) of the Copyright Act. It facilitates distance education by allowing for the display and transmission of copyrighted materials such as movies, music, text, and images via broadcasting, the Internet, or classroom management systems, provided:

A.   the institution is a non-profit accredited educational institution;

B.   the Online class is actively supervised by a faculty member or instructor;

C.   the material used is relevant to a lesson in the class and comparable to what would be used in the classroom;

D.   the material is obtained legally;

E.   material created and marketed for online instruction is properly purchased or licensed;

F.   analog materials are digitized only if no digital copy free of technical protections is available;

G.   the use is consistent with the provisions of the Fair Use Clause;

H.   access to the material is restricted to students enrolled in the class;

I.   reasonable measures are in place to prevent retention and further dissemination of copyrighted materials;

J.   notice of copyright is provided, e.g., "The materials on this course site may be copyrighted and are for use only by students enrolled in the course for purposes related to the course. They may not be retained or further disseminated";

K.   there is no interference with the copyright holder's technological measures to prevent retention and dissemination; and

L.   the institution has a policy of copyright compliance that is disseminated to its faculty, staff and students.

VI.   CHAPEL.
ORU uses Christian Copyright Licensing International for copyright clearances for music and lyrics copied or projected for chapel or other worship services. Public Performance as a part of religious services is explicitly allowed under copyright law.

Agreement on Guidelines for Classroom Copying in Not-for-profit Educational Institutions with Respect to books and Periodicals

I.   SINGLE COPYING FOR TEACHERS.

A single copy may be made of any of the following by or for a teacher at his or her individual request for his or her scholarly research or use in teaching or preparation to teach a class:

A.   A chapter from a book;

B.   An article from a periodical or newspaper;

C.   A short story, short essay or short poem, whether or not from a collective work; and

D.   A chart, graph, diagram, drawing, cartoon or picture from a book, periodical, or newspaper.

II.   MULTIPLE COPIES FOR CLASSROOM USE.

Multiple copies (not to exceed in any event more than one copy per pupil in a course) may be made by or for the teacher giving the course for classroom use or discussion; provided that:

A.   The copying meets the tests of brevity and spontaneity as defined below;

B.   Meets the cumulative effect test as defined below; and

C.   Each copy includes a notice of copyright.

III.   DEFINITIONS.

Brevity

A.   Poetry: (a) A complete poem if less than 250 words and if printed on not more than two pages or, (b) from a longer poem, an excerpt of not more than 250 words.

B.   Prose: (a) Either a complete article, story or essay of less than 2,500 words, or (b) an excerpt from any prose work of not more than 1,000 words or 10% of the work, whichever is less, but in any event a minimum of 500 words. [Each of the numerical limits stated in "A" and "B" above may be expanded to permit the completion of an unfinished line of a poem or of an unfinished prose paragraph.]

C.   Illustration: One chart, graph, diagram, drawing, cartoon or picture per book or per periodical issue.

D.   "Special" works: Certain works in poetry, prose or in "poetic prose" which often combine language with illustrations and which are intended sometimes for children and at other times for a more general audience fall short of 2,500 words in their entirety. Paragraph "B" above notwithstanding such "special works" may not be reproduced in their entirety; however, an excerpt comprising not more than two of the published pages of such special work and containing not more than ten percent of the words found in the text thereof, may be reproduced.

Spontaneity

A.   The copying is at the instance and inspiration of the individual teacher, and

B.   The inspiration and decision to use the work and the moment of its use for maximum teaching effectiveness are so close in time that it would be unreasonable to expect a timely reply to a request for permission.

Cumulative Effect

A.   The copying of the material is for only one course in the school in which the copies are made.

B.   Not more than one short poem, article, story, essay, or two excerpts may be copied from the same author, nor more than three from the same collective work or periodical volume during one class term.

C.   There shall not be more than nine instances of such multiple copying for one course during one class term.

[The limitations stated in "B" and "C" above shall not apply to current news periodicals and newspapers and current news sections of other periodicals.]

IV.   PROHIBITIONS AS TO I AND /I ABOVE.

Notwithstanding any of the above, the following shall be prohibited:

A.   Copying shall not be used to create or to replace or substitute for anthologies, compilations, or collective works. Such replacement or substitution may occur whether copies of various works or excerpts there from are accumulated or reproduced and used separately.

B.   There shall be no copying of or from works intended to be "consumable" in the course of study or of teaching. These include workbooks, exercises, standardized tests, test booklets, answer sheets, and like consumable material.

C.   Copying shall not:

1.   substitute for the purchase of books, publishers' reprints or periodicals;

2.   be directed by higher authority;

3.   be repeated with respect to the same item by the same teacher from term to term.

4.   No charge shall be made to the student beyond the actual cost of the photocopying.

V.   GUIDELINES FOR EDUCATIONAL USES OF MUSIC.

A.   Permissible Uses

8.   Emergency copying to replace purchased copies which for any reason are not available for an imminent performance provided purchased replacement copies shall be substituted in due course.

9.   For academic purposes other than performance, single or multiple copies of excerpts of works may be made, provided that the excerpts do not comprise a part of the whole which would constitute a performable unit such as a section, movement or aria, but in no case more than ten (10) percent of the whole work. The number of copies shall not exceed one (1) copy per pupil.

10.   Printed copies which have been purchased may be edited or simplified provided that the fundamental character of the work is not distorted or the lyrics, if any, altered or lyrics added if none exist.

11.   A single copy of recordings of performances by students may be made for evaluation or rehearsal purposes and may be retained by the educational institution or individual teacher.

12.   A single copy of a sound recording (such as a tape, disc, or cassette) of copyrighted music may be made from sound recordings owned by an educational institution or an individual teacher for the purpose of constructing aural exercises or examinations and may be retained by the educational institution or individual teacher. (This pertains only to the copyright of the music itself and not to any copyright which may exist in the sound recording.)

B.   Prohibitions

1.   Copying to create or replace or substitute for anthologies, compilations or collective works.

2.   Copying of or from works intended to he "consumable" in the course of study or of teaching such as workbooks, exercises, standardized tests and answer

sheets and like material.

3. Copying for the purpose of performance, except as in A(l) above.

4. Copying for the purpose of substituting for the purchase of music, except as in A(l) and A(2) above.

5. Copying without inclusion of the copyright notice which appears on the printed copy.

VI. GUIDELINES FOR OFF-AIR RECORDING OF BROADCAST PROGRAMMING FOR EDUCATIONAL PURPOSES.

A. The guidelines were developed to apply only to off-air recording by non-profit educational institutions.

B. A broadcast program may be recorded off-air simultaneously with broadcast transmission (including simultaneous cable transmission) and retained by a non-profit educational institution for a period not to exceed the first forty-five (45) consecutive calendar days after date of recording. Upon conclusion of such retention period, all off-air recordings must be erased or destroyed immediately. "Broadcast programs" are television programs transmitted by television stations for reception by the general public without charge.

C. Off-air recordings may be used once by individual teachers in the course of relevant teaching activities, and repeated once only when instructional reinforcement is necessary, in classrooms and similar places devoted to instruction within a single building, cluster, or campus, as well as in the homes of students receiving formalized home instruction, during the first ten (10) consecutive school days in the forty-five (45) day calendar day retention period. "School days" are school session days-not counting weekends, holidays, vacations, examination periods, or other scheduled interruptions- within the forty-five (45) calendar day retention period.

D. Off-air recordings may be made only at the request of, and used by, individual teachers, and may not be regularly recorded in anticipation of requests. No broadcast program may be recorded off-air more than once at the request of the same teacher, regardless of the number of times the program may be broadcast.

E. A limited number of copies may be reproduced from each off-air recording to meet the legitimate needs of teachers under these guidelines. Each such additional copy shall be subject to all provisions governing the original recording.

F. After the first ten (10) consecutive school days, off-air recording may be used up to the end of the forty-five (45) calendar day retention period only for teacher evaluation purposes, i.e., to determine whether or not to include the broadcast program in the teaching curriculum, and may not be used in the

recording institution for student exhibition or any other non-evaluation purpose without authorization.

G.   Off-air recordings need not be used in their entirety, but the recorded programs may not be altered from their original content. Off-air recordings may not be physically or electronically combined or merged to constitute teaching anthologies or compilations.

APPENDIX F—Intellectual Property Policy

Revised January 2012

I. PREAMBLE

Oral Roberts University ("ORU") recognizes and encourages the publication of scholarly works and advancement of technology and engineering as an integral part of its educational mission. ORU adopts this Intellectual Property Policy ("IP Policy") to encourage creation of artistic work, for the disclosure of discoveries and inventions, and in order to reward such activity. This IP Policy defines the scope of Intellectual Property created and utilized by ORU employees and students, establishes ownership and rights of discoverer(s), creator(s), inventor(s) and author(s) of Intellectual property (collectively, "Authors") and provides the framework to administer the IP Policy.

II. POLICY APPLICATION

This IP Policy applies to the following (collectively, "Covered Persons"): all individuals holding any form of employment or appointment at ORU (with or without compensation), any person who has student status, or any person or entity using or employing ORU facilities or resources (excluding libraries). Covered Persons include faculty, professional and non-professional staff, fellows, undergraduate and graduate students, persons with adjunct appointments, and visiting professors.

The provisions of this IP Policy are a part of and are incorporated by reference into any contractual relationship of ORU with any Covered Person and s hall be conditions of employment, appointment, enrollment, and use of ORU facilities or resources (excluding libraries). Covered Persons shall execute any and all documents ORU deems reasonably necessary to evidence such ownership, meet its legal obligations and effect Intellectual Property protection. ORU administrators are encouraged to take appropriate measures to inform all individuals associated with ORU of this IP Policy and its provisions.

Intellectual Property agreements executed by or on behalf of ORU shall be governed by the IP Policy in existence as of the effective date of the agreement. Neither this IP Policy nor any amendment thereto shall decrease the Author's share of royalties/income received under any Intellectual Property agreement executed before Board approval or amendment. No Author's salary from ORU will be diminished by the amount of royalty or income due him/her under the provisions of this IP Policy.

III. UNIVERSITY COMMITTEE ON INTELLECTUAL PROPERTY

The University Committee on Intellectual Property ("UCIP") is hereby established and will have primary responsibility for administration and application of this IP Policy including to:

A. Develop and recommend policy relating to Intellectual Property, including any amendment to this IP Policy for review and approval by the Board;

B. Hear and address issues regarding ownership of Intellectual Property;

C.   Promulgate guidelines and procedures as may be necessary for the implementation of this IP Policy;

D.   Review all disclosures submitted by Author(s);

E.   Review as appropriate, agreements on Intellectual Property matters that may be entered into as a prerequisite to ORU participation in a sponsored project or receipt of a grant or contract; and

F.   Administer the Intellectual Property interests of ORU in a manner consistent with this IP Policy.

The UCIP shall be composed of:

A.   A Chair, appointed by the Board of Trustees;

B.   The Chief Information and/or Technology Officer of ORU, who acts as the Secretary of the Committee;

C.   A Staff Representative, appointed by the President; and

D.   Two Faculty Members, appointed by the President upon recommendation from the Provost.

ORU Legal Counsel may serve and advise the UCIP in an advisory, non-voting capacity.

Terms of appointment to the UCIP shall be as follows:

Appointed Position	Term After IP Policy Adoption	Term for Each Following Subsequent Appointment
Chair	Three (3) years	Three (3) years
Chief IT Officer	While Employed in Position	While Employed in Position
Staff Appointment	One (1) Year	Three (3) Years
Faculty Appointment #1	Two (2) Years	Three (3) Years
Faculty Appointment #2	Three (3) Years	Three (3) Years

IV.   DEFINITIONS

A.   *Intellectual Property* for purposes of this IP Policy refers to inventions, discoveries, Patents, patentable processes or items, patent applications, scientific or technological developments, Copyrights, trade secrets, Trademarks, and know-how.

B.   *Copyright* refers to the rights in original works of literary, musical, dramatic, choreographic, pictorial, graphic, sculptural, or audiovisual authorship. A Copyright is automatically secured when the work is created or "fixed" in a tangible medium of expression. Copyright owners have the sole right to reproduce the original works of authorship. No publication or registration or other action in the Copyright Office is required to secure Copyright; however, it is ORU's policy that all works in which ORU owns a Copyright be disclosed to the UCIP for a determination of whether it is appropriate to obtain registration.[1]

C.   *Patent* refers to rights granted to registrants for new, useful, and non-obvious processes, machines, manufactured articles, or composition of matter, or useful improvements thereof. Patent rights are obtained by filing an application to register the Patent with the United States Patent and Trademark Office. Patent owners generally have the right to exclude others from making, using or selling the patented item during the term of the patent registration.

D.   *Trademark* refers to any word, name, symbol, device, or any combination of such used to identify the source of goods or services and distinguish such from the goods and services of others. Trademark rights arise upon use of the Trademark with the associate goods and services. While registration is not required, registering a Trademark with the United States Patent and Trademark provides protection throughout the United States.

E.   *Substantial Use* of ORU resources shall mean use of ORU facilities, equipment, and personnel beyond that which is nominal or incidental. Substantial Use of ORU resources occurs when creation of Intellectual Property in question requires use of ORU resources beyond those allocated and incidental to individuals in support of assigned responsibilities and activities within their respective departments or colleges.

V.   GENERAL OWNERSHIP POLICY

Except as otherwise expressly set forth in this IP Policy, ORU shall retain all right, title, and interest in and to all Intellectual Property created with the Substantial Use of ORU resources.[2]

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[1] Copyrightable materials include but are not limited to literary works such as books, journal articles, tests, glossaries, bibliographies, study guides, laboratory manuals, syllabi, tests, and proposals; lectures, musical or dramatic compositions, unpublished scripts, computer programs, CD-ROMs, maps, blueprints, textual materials, pictures, graphics, sculptures, art works, motion pictures, videos, films, filmstrips, charts, transparencies, and other visual aids, live video and audio broadcasts, programmed instructional material; research notes, research data reports, and research notebooks, and other works produced in university environment.

[2] Examples of Substantial Use include:

A.   Extended use of time and energy by the developer(s) in creation or promotion of a work which results in a reduction in the levels of teaching, scholarship, or other assigned university activities, and the developer's (s') anticipated instructional load in these areas is at a level significantly lower than normal; anticipated instructional load in these areas is at a level significantly lower than normal;

VI. PATENTS

All Patents and patentable processes or items which are obtained or developed by any Covered Persons, either in the course and/or scope of employment for ORU or through the Substantial Use of facilities or funds provided by or through ORU shall be owned by and be the property of ORU. In the event a Covered Person obtains or develops a Patent or patentable process or item outside the course of and/or scope of employment and using no ORU facilities, equipment, or supplies, or if using such reimburses ORU for this use in accordance with a prior written agreement with ORU and in accordance with ORU policy, title to such discoveries or inventions shall remain with the respective Covered Person, provided the UCIP determines that the Patent or patentable process or item was obtained or developed under these conditions.

VII. TRADEMARKS

ORU benefits from public recognition of its Trademarks. ORU's Trademarks give ORU a unifying look, which is critical to establishing a visual presence and identifies with the quality of ORU's programs, products, and services. ORU is required by law to control its Trademarks and without proper control, ORU risks losing its exclusive rights to its Trademarks. Use of Trademarks by external entities is managed by the UCIP. Prior to use, ORU's Trademarks must be licensed to the user pursuant to a written agreement approved by the UCIP. Suppliers of products to ORU bearing any ORU Trademark must also be pursuant to a license, which is generally the non-exclusive right to use the Trademark for a specific purpose. ORU owns all right, title and interest to all Trademarks used with any goods or services provided by ORU. Any cash revenues received in exchange for the commercial use or sale of such ORU's Trademarks shall be retained by ORU.

VIII. COPYRIGHT

All Copyright shall remain with the Author(s) of the work unless the work is: 1.) specifically assigned or commissioned by ORU; 2.) subject to non-ORU contractual or legal obligations; or 3.) a "work made for hire" as that term is defined by U.S. Copyright Law.

A. <u>Scholarly/Aesthetic Works</u>. In keeping with traditional academic practice, ownership of Copyright to works of artistry or scholarship in the Author's professional field (such as textbooks, course materials, scholarly papers and articles, software and other computer materials) when they are works of artistry or scholarship, novels, poems, paintings, musical compositions or other such works of artistic imagination produced by ORU Covered Persons who have a general obligation to produce such works where the specific choice, content, course, and direction of the effort is determined by the Covered

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B. Greater than customary or nominal use of ORU facilities such as laboratories, studios, equipment, production facilities, or specialized computing resources in direct support of development of the work in question; and

C. Extraordinary ORU funding in support of the work's creation, publication, manufacture, or production.

Person without direct assignment or supervision by ORU, shall reside in the Author and the works shall not be deemed "works made for hire" under this IP Policy unless they are also sponsored/contracted works or specifically assigned by ORU. The general obligation of faculty to produce scholarly works does not constitute a specific assignment. For works owned by the Author(s), upon request by ORU, the Author(s) will grant ORU an irrevocable non-exclusive, free-of-cost, world-wide right and license to exercise all Copyright rights in and to the work (except the right to commercially display, use, perform, or distribute copies of the work) unless to do so would impair the ability of the Author(s) to have the work published or distributed.

B.   Personal Works. Ownership of Copyright to works prepared outside the course and scope of ORU employment and without the Substantial Use of ORU resources and equipment, facilities, services or funds (regardless of source) administered by and/or under the control of ORU shall reside with the Author(s).

C.   Sponsored Works. Ownership of Copyright to works produced by or through ORU in the performance of a written agreement between ORU and a third-party sponsor shall be governed in accordance with the term of the agreement. If the agreement is silent in that regard, ownership shall be governed by the provisions of this IP Policy.

D.   Commissioned Works. Ownership of Copyright to works produced for ORU by persons not employed by ORU or by Covered Persons outside their regular ORU employment "commissioned works" normally shall reside with ORU. In all cases, Copyright ownership shall be specified in a written form approved by the UCIP and signed by the parties. Any commissioned work agreement which provides for ownership by any party other than ORU shall also provide, to the fullest extent possible, that ORU will have an irrevocable, free-of-cost, non-exclusive, world-wide license to exercise all Copyright in and to the work (except the right to commercially display, use, perform or distribute copies of the work), unless to do so would impair the ability of the Author(s) to commercially or professionally exploit the work.

E.   Substantial Use. Except as otherwise provided in this IP Policy or in a separate written agreement, the Author shall own all Copyright to works made in the course and scope of their employment, including works made with Substantial Use of ORU resources and equipment. The Author shall reimburse ORU the fair and reasonable expense of and charges for ORU resources and equipment. Upon request by ORU, the Author(s) will grant ORU an irrevocable non-exclusive, free-of-cost, world-wide right and license to exercise all Copyright rights in and to the work (except the right to commercially display, use, perform, or distribute copies of the work), unless to do so would impair the ability of the Author(s) to have the work published or distributed.

F.   Student Works. Ownership of Copyright to works produced by Covered Persons enrolled as students without the use of ORU funds (other than Student Financial Aid), that are produced outside any ORU employment and are not

sponsored or commissioned works, shall reside with the Author(s). Provided however, in all cases a student's graduate thesis or dissertation shall be deemed a student work under this IP Policy but as a condition of enrollment and awarding a degree, ORU reserves an irrevocable, non-exclusive, free-of-cost and world-wide right to reproduce in any media and distribute to the public, on a non-commercial basis, copies of said thesis and dissertations, unless to do so would impair the ability of the Author(s) to commercially or professionally exploit the work.

IX.   REVENUE

Subject to any written agreement between the parties, all revenue, income, monies, equity and other things of value (collectively, "Revenue") received by ORU from the licensing, sale, or commercialization of ORU Intellectual Property, will be distributed among the Author(s), his/her/their primary department(s) and college, in accordance with the following formula:

A.   25% of Revenue to the Author(s) (as submitted on the Disclosure Form);

B.   The remaining 75% of Revenue to reimburse ORU for all costs and expenses that it has or shall incur in connection with the Intellectual Property including, but not limited to, filings, prosecution, maintenance and defense;

C.   After all initial and ongoing costs and expenses have been recouped by ORU; the 75% of Revenue otherwise attributable to ORU shall be distributed as follows:

1.   an additional 35% to Author(s);

2.   10% to the Growth Fund established to promote and encourage development of Intellectual Property of ORU;

3.   20% to ORU General Operating Fund (unrestricted); and

4.   10% to the college, department or division of the Author(s);

In the event the Revenue from any one Intellectual Property, or group of related Intellectual Properties, exceeds $250,000.00 in any calendar year or $1,000,000.00 in the aggregate, UCIP will activate an administrative review of that Intellectual Property. UCIP shall have the discretion to evaluate and recommend to the President reallocation of ORU's share of the Revenue in excess of the $250,000.00/$1,000,000.00 thresholds; however the rights of the Author(s) to receive their share of Revenue shall not be reduced. The President shall make a recommendation and report to the Board regarding any reallocation of such Revenue.

The right to receive such Revenue shall be extended to the Author(s) in the event that the Author(s) are no longer a Covered Person. Such right shall also accrue to the estate of the Author(s). Author(s) and/or their successors or assigns shall have the responsibility to provide the UCIP with all the necessary information to make payments to the appropriate

parties. Failure to keep ORU so informed shall permit ORU to hold all Revenue to such parties for a reasonable time for allow for the legal beneficiaries to make claim. In the event a timely claim is not submitted, the Revenue shall revert to ORU.

When there are two or more Author(s), each shall share equally in the Revenue unless all Author(s) agree to a different distribution pursuant to a signed agreement filed with the UCIP. No distribution of Revenue will be made until this issue is resolved by the Author(s) or their successors in interest.

The Author(s) and his/her college shall be paid their share of the Revenue upon receipt by ORU and will be furnished with a statement of revenue derived from the commercialization of the Intellectual Property at the time of payment. In the event of any litigation, actual or imminent, regarding the Intellectual Property, ORU may withhold distribution pending resolution of the particular matter. ORU does not act as a fiduciary for any person relating to consideration received under the terms of this IP Policy.

X.   ADMINSTRATION

A.   <u>Growth Fund</u>. The UCIP shall be authorized to make distributions from the "Growth Fund" to be used to stimulate general Intellectual Property development and research at ORU. This Growth Fund will be administered under guidelines consistent with the missions of ORU.

B.   <u>Disclosure Form</u>. It is the responsibility of Covered Persons to report all Intellectual Property they may develop during their term of employment or registration as a student to the UCIP by filing a Disclosure Form. Such Disclosure Form shall provide sufficient information so that the UCIP, in conjunction with others, can determine among other things, ownership rights, registration obligations, and value/use by ORU. Covered Persons having rights as Author(s) prior to employment at ORU shall notify the UCIP of such Intellectual Property so that ownership to any further development of that same Intellectual Property at ORU may be established, by written agreement.

C.   <u>Release to the Author(s)</u>. In the event ORU has made an official determination not to commercially develop ORU Intellectual Property, Author(s) of the ORU owned Intellectual Property may seek transfer of such Intellectual Property to him/her by making a written request to the UCIP. If the release is approved, ORU may transfer the Intellectual Property, by written agreement, to the Author(s) to the extent consistent with any applicable third-party agreement or law. Such transfer shall be subject to an irrevocable, non-exclusive, free-of-cost and world-wide license to exercise all rights with regard to the Intellectual Property except the right to publicly distribute copies for commercial purposes or such other conditions as may be agreed upon in writing between the Author(s).

D.   <u>Protection</u>. ORU owned Intellectual Property shall be protected by placing the following applicable statutory notice on all uses or copies thereof:

1.   For Copyright, "Copyright [insert year created, and name of owner]", *e.g.* "Copyright 2011, Oral Roberts University";

2.   For pending Patents, "Patent Pending";

3.   For registered Patents, "Patent No.[insert patent registration number]"; or

4.   For a Trademark, placement of an ® symbol following a registered Trademark, *e.g.* ORU®, or placement of a ™ symbol following an unregistered Trademark.

E.   <u>License</u>. ORU may assign or license its Intellectual Property to third parties pursuant to commercially reasonable terms. ORU shall share royalty revenue derived from such assignment or license (excepting commissioned works and sponsored research funding) which it receives through Intellectual Property with the Author(s).

APPENDIX G—University Faculty Senate Bylaws

Approved January, 2009
Amended April 2013

UNIVERSITY FACULTY SENATE BYLAWS

ARTICLE I
Name

The name of this body shall be the "University Faculty Senate" of Oral Roberts University.

ARTICLE II
Mission Statement

Section 1

The mission of Oral Roberts University is to build Holy Spirit-empowered leaders through whole person education to impact the world with God's healing touch.

Section 2

It is the mission of the Faculty Senate of Oral Roberts University to implement the stated mission of the University.

Section 3

The Faculty Senate shall maintain a Christian philosophical framework and promote social interaction among the entire faculty by providing a practical expression of the essential unity of the individual colleges, which constitute Oral Roberts University.

ARTICLE III
Authority

All authority exercised by the Faculty Senate is expressly conferred by the Board of Trustees of Oral Roberts University.

ARTICLE IV
Members

Section 1

Voting Membership of the body shall consist of members including: one dean from each college in the University (as well as the Dean of Learning Resources) and one senator from each academic department in the University with a second senator from departments with more than 10 full-time faculty members. Academic departments are defined in this context to include all undergraduate departments in the colleges and to include graduate schools separately from the undergraduate departments of their respective colleges.

Section 2

A Faculty Senate Vice President shall be elected annually by a vote of the University Faculty from a listing of the senators. The annual vote will occur during the spring semester for the following academic year. Any candidate receiving a majority of the votes cast shall become the Faculty Senate Vice President. If after the first round of voting is conducted, there is no majority winner, the top five candidates (and ties) will move forward to a run-off vote in which the candidate receiving the most number of votes shall become the Faculty Senate Vice President. The Faculty Senate Vice President becomes the Faculty Senate President during the consecutive academic year.

If the Faculty Senate President and/or Faculty Senate Vice President cannot serve, the University Faculty shall be called into special session to elect replacement officers, as required, from a listing of the senators. As these positions represent the University Faculty, departmental alternates do not automatically fill these roles.

Section 3

Each academic department shall elect one senator to the Faculty Senate, unless the academic department consists of more than ten (10) full-time faculty members. Any academic department with more than ten full-time faculty members shall elect two senators. Each academic department shall elect alternates as voting members in the Faculty Senate should the primary senator(s) be unable to attend Faculty Senate meetings. In addition, each of the deans shall appoint an alternate (subject to the general acknowledged approval of the Senate) who will represent the dean as a voting member in the Faculty Senate should the dean be unable to attend Faculty Senate meetings.

Each elected senator shall be elected to a one or two-year term as determined by the appropriate academic department with a maximum term limit of four years before relinquishing the seat for a minimum of two years. If the University Faculty elects a senator as Faculty Senate Vice President for their fourth year, the term limitations do not apply during the fifth year and the senator may serve a fifth year as a senator and as Faculty Senate President. Then the senator must sit out for two years after service as President before being re-elected as a senator or Faculty Senate Vice President.

Section 4

It is the responsibility of senators to actively solicit input from all represented constituents. It is also the responsibility of the senators to keep all constituents informed of all committee activities, recommendations, and proposals.

Section 5

One representative from each of the following shall be allowed to participate in every Faculty Senate meeting as a speaking, non-voting member to increase communication and the effectiveness and quality of Faculty Senate recommendations: the Office of the Provost, the Office of the Vice President for Academic Affairs, the Office of the Registrar, the Office of Institutional Research, Information Technology, Athletics, and the Coordinator of General Education. The Office of University Technical Editor shall participate in every Faculty Senate meeting to suggest proper formatting language to maintain consistency throughout University documents.

Section 6

A committee, made up of all graduate school senators and deans of their respective colleges (hereinafter referred to as the "Graduate Committee"), shall be the preliminary body to receive and consider all university-wide proposals that are specific to the graduate programs. The Graduate Committee shall, by a two-thirds majority vote of a quorum of graduate school senators and deans, recommend graduate proposals (formal or informal) to the full Faculty Senate for consideration and vote, subject to the other provisions of these Bylaws. A simple majority of voting members of the Graduate Committee shall constitute a quorum.

ARTICLE V
Organizational Function

The Faculty Senate has the following functions:

A. To consider and recommend to the University Faculty formal proposals consistent with University academic outcomes. Formal proposals are specifically defined as any items concerning curriculum, graduation requirements, faculty appointment procedures, and modifications to the catalog and the *Faculty Handbook*. Formal proposals may be brought to the Senate through one of four processes: 1) through a faculty academic committee or a faculty professional committee, 2) through a Faculty Assembly, 3) by a petition signed by at least 10% of all university full-time faculty members, or 4) by a motion of the Senate itself (through a voting member of the Senate.) However, any proposals related to general education, shall be required to be submitted simultaneously to the General Education Curriculum Committee for evaluation, and the General Education Curriculum Committee shall make a report of their evaluation, along with their recommendation concerning the proposal, to the Senate within one month, so the Senate will be better equipped to make an informed decision. The Senate may also consider, on its own motion, other items and proposals of general interest related to academic outcomes and Senate procedures, which are herein defined as informal or procedural proposals.
B. To encourage each college to accomplish its mission within the University and the broader community of faith.
C. To facility communication and fellowship.

ARTICLE VI
Responsibilities

Section 1
The Faculty Senate President as convener of the Faculty Senate shall call monthly meetings and ensure that senators and faculty committees are faithfully using all appropriate communication tools.

Section 2
The Faculty Senate President as convener of the University Faculty meetings shall call the University Faculty to meet together for discussion at least once a semester.

Section 3
The Faculty Senate Vice President shall maintain records and minutes of all Faculty Senate meetings. Also, the Faculty Senate Vice President shall maintain a listing of all recommendations approved by the Faculty Senate.

Section 4
The Faculty Senate shall consider and recommend to the University Faculty formal proposals consistent with University academic outcomes concerning curriculum, graduation requirements, faculty appointment procedures, and modifications to the catalog and the *Faculty and Administration Handbook*. This includes consideration of any financial requirements connected to implementing the proposals.

The Faculty Senate shall provide and ensure use of faculty communication tools to properly maintain and assure implementation of the open meeting policy.

Section 5

Following every session of the Faculty Senate resulting in approved formal recommendations (including proposed amendments to the Bylaws), the Faculty Senate Vice President shall work with the Director of Institutional Research to prepare and collect electronic votes from the University Faculty concerning the recommendations and/or the proposed amendment(s) to the Bylaws.

Section 6

Any formal recommendation (including proposed amendments to the Bylaws) receiving positive votes from greater than 50 percent of the participating university faculty shall be submitted with vote tallies from the Faculty Senate vote and the University Faculty vote to the Vice President for Academic Affairs.

Any recommendation (including proposed amendments to the Bylaws) receiving positive votes from 50 percent or less of the participating university faculty shall be returned to the Faculty Senate for further consideration.

ARTICLE VII
Meetings

Section 1

Times reserved for the meetings of the Faculty Senate shall be determined and announced at the beginning of each fall and spring semester in accordance with the current University calendar.

Section 2

Emergency meetings shall require a written notice delivered to the University Faculty at least 24 hours in advance.

Section 3

Except in cases of emergency, meetings will be held as regularly scheduled.

Section 4

The presence of a simple majority of voting members of the Senate shall constitute a quorum. Any proposal (formal, informal, procedural, or a proposed amendment to the bylaws) to be voted on by the Faculty Senate shall require the presence of a quorum. Discussion of proposals shall be allowed in the Senate meeting on the date on which the vote is scheduled. Should the discussion be prolonged, the Senate may move to vote electronically, and said vote shall be completed within seven (7) days. In the case of an electronic vote of the Senate, the participation of a simple majority of voting members shall constitute a quorum, and these members shall be considered "present" for meeting purposes.

Section 5

Every formal proposal (including proposed amendments to the bylaws) brought to the Faculty Senate must be considered for a minimum of one month prior to voting to allow time for discussion and comment by faculty members. Informal or procedural proposals considered by the Senate are exempt from this rule and can be brought forward for an immediate vote of the Senate during the meeting in which the informal or procedural proposal is brought.

Section 6

Formal proposals require an affirmative vote from two thirds of the faculty senators present to become recommendations. All voting on formal proposals (including voting on proposed amendments to the bylaws) must be anonymous, preferably electronic.

Any formal proposals receiving affirmative votes from less than two thirds of the faculty senators present shall be returned to the body submitting the proposal.

Every recommendation (including proposed amendments to the bylaws) passed by the Faculty Senate shall, within two weeks, be presented electronically to the University Faculty for vote.

Informal or procedural proposals considered by the Faculty Senate are exempt from these rules and can be passed with a simple majority of the senators present at the vote.

ARTICLE VIII
Committees

Section 1
Authorized voting membership in faculty committees shall consist of at least one representative from every college along with additional members from individual departments, when necessary. Faculty committees may include additional voting members with consent of the committee.

Section 2
Each college shall have the opportunity to name at least one representative for each committee.

Section 3
Committee chairs may be selected by the committee or appointed by the Faculty Senate and endorsed by the committee.

Section 4
The academic University committees shall include but not be limited to the following: Awards Committee, Christian Worldview Committee, Faculty Activities Committee, General Education Curriculum Committee, Standards and Evaluation Committee, and University Research Committee.

ARTICLE IX
Parliamentary Authority

The rules contained in the current edition of Robert's Rules of Order shall govern the Faculty Senate in all cases to which they are applicable and in which they are not inconsistent with the Bylaws and any other special rules of order this body may adopt.

ARTICLE X
Ratification and Amendments

Section 1
The Bylaws shall become effective when adopted by a majority vote of the faculty members of each college, upon recommendation of the Vice President for Academic Affairs, upon recommendation of the Provost, upon recommendation of the University President, and approval of the Board of Trustees.

Section 2
Any proposed amendment to the Bylaws must be approved by a majority vote of the faculty members of the originating college and must be sent to the Faculty Senate for consideration. Amendments may also be proposed by the Faculty Senate.

Section 3
Any proposed amendment to the Bylaws shall be submitted for discussion at a meeting of the Faculty Senate at which a quorum is present.

Section 4

The Bylaws may be amended by a two-thirds majority vote of the voting membership of the Faculty Senate, a majority vote of the University Faculty, upon recommendation of the Vice President for Academic Affairs, upon recommendation of the Provost, upon recommendation of the University President, and upon approval of the Board of Trustees.

APPENDIX H—Organizational Chart for Academic Affairs

Dr. Debra Sowell
Vice President
for Academic Affairs

Dr. Wendy Shirk
Dean of Arts &
Cultural Studies

Dr. Steve Greene
Dean of Business
and Dean of
Distance Learning

Dr. Kim Boyd
Dean
of Education

Dr. Kenda Jezek
Dean of Nursing

Dr. Kenneth Weed
Dean of Science
& Engineering

Dr. Tom Mathew
Dean of Theology
& Ministry

Laura Holland
Chair of Com.,,
Arts, & Media

Dr. Marshal Wright
Chair of Graduate
School of Business

Dr. Patrick Otto
Chair of Graduate
School of Education

Dr. Randy Feller
Chair of Behavioral
Sciences

Dr. Cheryl Iverson
Associate Dean
of Theology

Dr. Linda Gray
Chair of English &
Modern Language

Dr. James Russell
Chair of UG
Business

Dr. Linda Dunham
Chair of UG
Education

Dr. Joel Gaikwad
Chair of Biology
and Chemistry

Carol Blan
Chair of UG
Theology

Dr. Michael Hirlinger
Chair of His/Hum/Gov

Dr. John Matsson
Chair of
Engineering/Math

Dr. Cheryl Bocanegra
Chair of Music

Dr. Fritz Huber
Chair of HPER

Dr. Even Culp
Director of Center for
Faculty Excellence

David Fulmer
Registrar

Dr. John Swails
Director of Center for
Israel and Middle
East Studies

Dr. Gweth Holzmann
Director of State
Authorization

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APPENDIX I—College Level Committees

COLLEGE-LEVEL COMMITTEES
Each academic area in the University is organized in a manner that best serves that area.

College of Arts and Cultural Studies
The committees in the College of Arts and Cultural Studies follow. Complete descriptions of the committees and their duties can be found in the section titled "College of Arts and Cultural Studies" in chapter 3 of this handbook.

Arts and Cultural Studies Faculty Assembly
    Arts and Cultural Studies Faculty Cabinet
    Arts and Cultural Studies Curriculum Committee
    Arts and Cultural Studies Professional Development Committee
    Arts and Cultural Studies Promotion Committee
    Arts and Cultural Studies Tenured Faculty
    Arts and Cultural Studies Grievance Committee

College of Business
The committees in the College of Business follow. Complete descriptions of the committees and their duties can be found in the section titled "College of Business" in chapter 3 of this handbook.

Business Faculty Assembly
    Business Curriculum Committee
    Business Research Committee
    Computer and Information Services Committee
    Business Faculty Development and Promotion Committee
    Graduate Business College Admissions Committee
    Business Tenured Faculty
    Business Grievance Committee

College of Education
The committees in the College of Education follow. Complete descriptions of the committees and their duties can be found in the section titled "College of Education" in chapter 3 of this handbook.

Education Faculty Assembly
    Undergraduate Education Council
        Undergraduate Education Curriculum and Academic Standards Committee
        Undergraduate Admissions and Retention in Teacher Education Committee
        Undergraduate Education Grievance Committee
        Undergraduate Education Scholarships, Honors, and Awards Committee
        Undergraduate Student Teaching Admissions and Placement Committee
    Graduate Education Council
        Graduate Education Curriculum and Academic Standards Committee
        Graduate Admissions and Retention Committee
        Graduate Education Grievance Committee
        Graduate Education Scholarships, Honors, and Awards Committee
        Graduate Education Distance Learning Committee
    Education Faculty Professional Development Committee
    Education Assessment and Unit Evaluation Committee
    Professional Community Review of Education Committee
    Education Tenured Faculty
    Education Promotions Committee

College of Nursing

The committees in the Anna Vaughn College of Nursing follow. Complete descriptions of the committees and their duties can be found in the section titled "Anna Vaughn College of Nursing" in chapter 3 of this handbook.

Nursing Faculty Assembly
Undergraduate Nursing Council
Nursing Learning Resources Committee
Nursing Admissions, Progression, Graduation, and Awards Committee
Nursing Tenured Faculty
Nursing Grievance Committee

College of Science and Engineering

The committees in the College of Science and Engineering follow. Complete descriptions of the committees and their duties can be found in the section titled "College of Science and Engineering" in chapter 3 of this handbook.

Science and Engineering Faculty Assembly
Science and Engineering Faculty Cabinet
Science and Engineering Curriculum Committee
Science and Engineering Professional Development Committee
Science and Engineering Promotion Committee
Science and Engineering Tenured Faculty
Science and Engineering Grievance Committee

College of Theology and Ministry

The committees in the College of Theology and Ministry follow. Complete descriptions of the committees and their duties can be found in the section titled "College of Theology and Ministry" in chapter 3 of this handbook.

Combined Theology and Ministry Faculty Assembly
Theology and Ministry Promotion and Tenure Committee
Theology and Ministry Grievance Committee
Graduate Theology and Ministry Faculty Assembly
Graduate Theology and Ministry Academic Policy Committee
Graduate Theology and Ministry Curriculum Committee
Graduate Theology and Ministry Assessment Committee
Graduate Theology and Ministry Admissions/Recruitment Committee
Theology and Ministry Administrative Committee
Committee on Theology Library/Holy Spirit Research Center
Doctor of Ministry Committee
Theology and Ministry Financial Aid Committee
ATS Standards Committee
Theology and Ministry Modular and Distance Education Committee
Theology and Ministry Field Education Committee
Theology and Ministry Student Grievance Committee
Theology and Ministry Student Council
Theology and Ministry Student Ministries
Undergraduate Theology and Ministry Faculty Assembly
Undergraduate Theology and Ministry Curriculum Committee
Undergraduate Theology and Ministry Assessment Committee
Undergraduate Theology and Ministry Admissions/Recruitment Committee
Theology and Ministry Public Relations Committee

APPENDIX J—Bylaws of Oral Roberts University

AMENDED AND RESTATED
BYLAWS
OF
ORAL ROBERTS UNIVERSITY
Effective September 23, 2010

ARTICLE I

Name and Offices

Section 1.1   Name. The name of this Corporation is Oral Roberts University (referred to herein as the "University"), an Oklahoma not for profit corporation.

Section 1.2   Offices. The registered office of University is located at 401 S. Boston, Suite 1100, Tulsa, Oklahoma. The University may establish such other offices and places of business as the Board of Trustees deems appropriate for the conduct of the University's affairs.

ARTICLE II

Purposes of the University

Section 2.1   Purposes.

The University is formed to establish, maintain, and conduct a university for the promotion and advancement of education and higher learning and to confer such degrees and grant such honors as are usually and customarily conferred in accredited institutions.

The University is founded upon and shall forever be dedicated to the promulgation and preservation of Biblical Christianity and academic excellence. The University is a Christian institution with the distinctive Charismatic dimension of the Holy Spirit. The expression of the gifts and fruit of the Holy Spirit is to be encouraged.

The University seeks to educate the whole person with balanced emphasis placed on the development of mind, spirit, and body, harmonizing knowledge, skills, and attitudes with faith in, and commitment to, Jesus Christ as Lord and Savior, believing Him to be the only perfect, whole person who has lived.

The University is committed to the historic Christian faith of the eternal Godhead: Father, Son, and Holy Spirit who, through the new birth and indwelling of us as believers by His Spirit, is Lord of our lives now and forever. The University is committed to assist students in their quest for knowledge of their personal relationship to God, to mankind, and to the universe in which we live. Dedicated to the realization of truth as it is totally embodied in Christ and the achievement of one's potential life capacity, the University seeks to graduate an integrated person: a person spiritually alive, intellectually alert, physically disciplined in His work on earth, and living at all times in expectancy of the Second Coming of Christ.

To accomplish these purposes, the University seeks to synthesize, by means of interdisciplinary cross-pollination, the best traditions in liberal arts, professional, and graduate education with a Charismatic concern of the Holy Spirit himself to enable students to go into every man's world with God's healing power to help meet the totality of human need

Section 2.2   Restrictions. No portion of the income or other assets of the University shall ever inure to the benefit of any private individual or purpose, or to be used for carrying on propaganda or otherwise attempting to influence legislation for other than charitable, educational, religious, scientific, or literary purposes.

ARTICLE III

Members

The members of the University shall consist of the members of the Board of Trustees then in office. Members shall have no power except in their capacity as Trustees or as otherwise required by Oklahoma law.

ARTICLE IV

Board of Trustees

Section 4.1   Governing Body. The governing body of the University shall be the Board of Trustees (sometimes referred to herein as the "Board", and the individual members of the Board of Trustees are sometimes referred to herein as the "Trustees"). Except as may otherwise be provided herein, the Board of Trustees shall have and exercise all power and authority which may be given to and exercised by a board of directors of a for profit corporation under applicable law. The Board's ultimate authority is affirmed through its general, academic, and financial policymaking functions and its responsibility for the financial health and welfare of the University. The Board of Trustees shall exercise ultimate institutional authority as set forth in the University's Certificate of Incorporation, in these Bylaws, and in such other policy documents it deems to be appropriate.

Section 4.2   Number. The number of Trustees serving from time to time shall be not less than nine (9) nor more than thirty-three (33), as determined from time to time by the Trustees. In order to qualify for election as a Trustee, individuals must:

i.   acknowledge these core beliefs:

(1)   The Bible is the expressed Word of God and is our final authority in all matters of faith and practice (II Timothy 3.16; Psalm 119.89-91; II Peter 1.20-21).

(2)   God, all-loving Creator of the Heavens and the earth, eternally exists in three persons: Father, Son, and Holy Spirit (Genesis 1.1, 26; John 1.1-2; 4.24; Romans 1.19-20; Ephesians 4.5-6).

(3)   Jesus is the eternal and second person of the Trinity. Though fully Divine, He became fully human. He was born of the virgin Mary and lived a sinless life. He was crucified for crimes He didn't commit, and through His resurrection, freed all people from the power of sin and death. He will return again, ushering in the eternal Kingdom of God. All who respond to the work and teachings of Jesus by a personal belief that issues forth in personal obedience to Jesus and His teachings will live forever with Him (Matthew 1.18-25; John 1.1; 12.44-45; Romans 9.5; Hebrews 4.15; Ephesians 5.2; I Thessalonians 4.16-17).

(4)   Salvation, a free gift from God, is God's desire for all humanity to be in right relationship with Him. In turning from a self-centered life and turning to God and accepting the work Christ accomplished in His death and resurrection, one receives new and eternal life (John 3.16-17; 14.6; Ephesians 2.8-10; I Timothy 2.4; I John 2.2).

ii.   acknowledge the University's spiritual commitments as set forth in the *Faculty and Administration Handbook*:

(1)   Confesses to be a child of God, redeemed by the life, death, and resurrection of Jesus Christ who has sent the Comforter, the Holy Spirit, to abide within.

(2)   Is open to releasing the prayer language of the indwelling Holy Spirit, as St. Paul did and taught in 1 Corinthians 14:14-15, when he said, "…I will pray with the Spirit, and I will pray with the understanding also," and is willing to assist others in this experience.

(3)   Is manifesting the fruit of the Holy Spirit (Galatians 5:22-23, 25) and is desiring the gifts of the Holy Spirit (1 Corinthians 12:1-14) as an expression of love for all people in service through a community of faith and lay witness ministry in the world.

iii.   demonstrate a commitment to and passion for the mission of the University; and

iv.   possess sufficient knowledge, experience, and skills to help discharge the business, professional; and spiritual duties of the Board.

Section 4.3   Term of Service. Trustees shall each be elected for a three (3) year term. To the extent possible, Trustees shall serve staggered terms, so that each year, the term of approximately one-third of the Trustees shall expire. In order to provide for staggered terms, the initial Trustees shall be elected for staggered terms of one year, two years, and three years. The initial Trustees and their initial term of office are set forth on Exhibit A. Trustees shall be eligible for reelection to a maximum of three (3) consecutive terms. Any Trustee who ceases to serve as a Trustee for one full year shall

then be eligible for reelection. Trustee shall be elected annually by the existing Board of Trustees. A Trustee may vote for himself or herself to serve as Trustee.

Section 4.4 <u>Removal of Trustees.</u> Any Trustee may be removed from office at any time, with or without cause, by the affirmative vote of two-thirds or more of the whole Board. Any Trustee to be removed shall be entitled to notice of and an opportunity to be heard on the grounds for removal. Any Trustee who misses three (3) consecutive meetings of the Board of Trustees shall be considered for removal.

Section 4.5 <u>Place of Meetings.</u> Meetings of the Board of Trustees may be held at any place, within or outside the State of Oklahoma, as designated by the Board Chair or the President.

Section 4.6 <u>Annual Meetings.</u> The Board of Trustees shall have an annual meeting during each calendar year.

Section 4.7 <u>Regular Meetings.</u> Regular meetings of the Board of Trustees shall be held at such times as may be determined by the Board Chair or by the Board of Trustees. No notice shall be required for any regular meeting.

Section 4.8 <u>Special Meetings.</u> Special meetings of the Board of Trustees may be called by the Board Chair at any time and shall be called by the Board Chair upon the written request of at least one-third (1/3) of the Trustees. Notice of any special meeting shall be given to each Trustee not later than three (3) days before the day on which the meeting is to be held. Notice of any meeting of the Board of Trustees need not be given to any Trustee if that Trustee either signs a written waiver notice before or at the meeting or if the Trustee attends the meeting, except for the express purpose of objecting, at the beginning of the meeting, to the transaction of any business because the meeting is not lawfully called or convened.

Section 4.9 <u>Action Without Meeting.</u> Any action required or permitted to be taken at any meeting of the Board of Trustees may be taken without a meeting if all Trustees consent to the action in writing.

Section 4.10 <u>Presiding Officer and Secretary at Meetings.</u> Each meeting of the Board of Trustees shall be presided over by the Board Chair, or in his or her absence, by the Vice Chair, and if neither is present then by such Trustee as shall be chosen at the meeting. The Secretary, or in his or her absence an Assistant Secretary, shall act as secretary of the meeting, or if no such officer is present, a secretary of the meeting shall be designated by the Board Chair presiding over the meeting.

Section 4.11 <u>Quorum and Voting.</u> A majority of the total number of Trustees shall constitute a quorum at any meeting. The vote of a majority of the Trustees in attendance at a meeting at which a quorum is present shall be the act of the Board of Trustees, except where these Bylaws expressly require a greater number of votes.

Section 4.12 <u>Meeting by Telephone or Other Electronic Means.</u> Members of the Board of Trustees or of any committee thereof may participate in a meeting of the Board

of Trustees or of such committee by means of conference telephone or similar communications equipment by which all persons participating in the meeting can communicate with each other. Such participation shall constitute presence in person at such meeting.

Section 4.13   Compensation. Trustees shall not be compensated for their service as Trustees or as members of committees. However, Trustees may be reimbursed for reasonable and actual out-of-pocket expenses incurred by them related to the performance of their duties. Reimbursement of any such expenses shall be subject to the approval of the Board of Trustees.

Section 4.14   Resignations. Any Trustee, member of a committee or other officer may resign at any time by giving written notice thereof to the Board Chair or the President. Such resignation shall be effective at the time of its receipt unless a date certain is specified for it to take effect. Acceptance of any resignation shall not be necessary to make it effective.

Section 4.15   Filling of Vacancies. Any vacancy in the office of Trustee may be filled by the Board of Trustees. Any Trustee so chosen shall hold office for the remainder of the term of service associated with that office or until his or her successor shall be elected and qualified.

Section 4.16   Trustees Emeriti. A Trustee who in the opinion of the Board of Trustees has served with distinction for two or more terms may be elected by the Board as a Trustee Emeritus for a three (3) year term, and then may be reelected without limitation. Each Trustee Emeritus shall have the same rights and obligations as a Trustee, except that a Trustee Emeritus shall not have any voting rights and shall not be eligible to serve as an officer the Board or on any standing committee of the Board. A Trustee Emeritus shall not be counted as a member of the Board of Trustees in determining a quorum.

Section 4.17   Board of Reference and Advisory Boards. The Board of Trustees is authorized to establish one or more advisory boards and shall establish a Board of Reference. The Board of Trustees shall have the power to determine the qualifications for service on such boards and shall be responsible for appointing and removing members of such boards and their terms of office. The purpose of such boards is to provide for effective communication and informative exchange and service among the public, this University's stakeholders, and the University.

ARTICLE V

Powers and Duties of the Board of Trustees

Section 5.1   General Responsibility. The Board of Trustees shall have the ultimate powers and final responsibility for fulfilling the purpose of the University as stated in Article II, Section 2.1 of these Bylaws.

Section 5.2   Specific Powers and Responsibilities. In addition to the general powers and responsibilities of the Board of Trustees, the Board of Trustees shall have the authority to carry out all lawful functions that are permitted by these Bylaws or by the Certificate of Incorporation. This authority shall include but shall not be limited to the following:

(a)   The Board shall determine and review periodically the University's compliance with its purposes and mission.

(b)   The Board shall elect the President, who shall be the chief executive officer of the University, and set compensations and other appropriate conditions of employment. The President shall serve at the pleasure of the Board, and the Board shall support the President and regularly assess his or her performance.

(c)   The Board shall ensure that sound institutional planning occurs, which shall establish specific goals for the University, with concrete ways in which such goals can be reached.

(d)   Periodically, the Board shall review the educational programs of the University and may recommend and approve changes consistent with the mission of the University.

(e)   The Board shall vote at the appropriate time or times the granting of degrees to degree candidates.

(f)   The Board shall establish policies and procedures regarding salary schedules, appointment, promotion, tenure, dismissal, and retirement of faculty members.

(g)   The Board shall approve the annual budget and annual tuition and fees, regularly monitor the financial condition of the University, and establish policy guidelines that affect all institutional assets, including investments, and the physical plant.

(h)   The Board shall contribute financially to the fundraising goals of the University, participate actively in strategies to secure sources of support, and authorize University officers to accept gifts or bequests subject to Board policy guidelines.

(i)   The Board shall authorize any need for debt financing and approve the securing of loans.

(j)   The Board shall authorize the construction of new buildings, capitalization of deferred maintenance backlogs, and major renovations of existing buildings.

(k)   The Board shall authorize the purchase, sale, and management of all land, buildings, and major equipment.

(1)   The Board shall authorize officers or agents of the University to disburse funds and to accept gifts or bequests on behalf of the University.

(m)   The Board shall serve actively as an advocate for the University in appropriate matters of policy in consultation with the President and other responsible parties as the Board shall determine.

(n)   The Board shall periodically undertake or authorize assessments of the performance of the Board and its individual Trustees.

(o)   The Board shall ensure that policies and procedures exist which meet the legal responsibilities of the University.

ARTICLE VI

Committees of the Board of Trustees

Section 6.1   Executive Committee. The Board shall establish an Executive Committee.

(a)   The President shall be a nonvoting member of Executive Committee. All other members of Executive Committee shall be Trustees. The Board Chair, Vice-Chair, Secretary, and Treasurer of the Board of Trustees shall be members of the Executive Committee along with the Chairperson of each standing committee. In addition, two other Trustees shall be elected by the Board to serve as at large members of the Executive Committee. The at large members of the Executive Committee shall serve for one year terms, and may be reelected without limits. The Executive Committee shall meet as often as necessary to carry out its business, but not less than three (3) times annually.

(b)   The Executive Committee shall have delegated authority from the Board to advise and assist the President of the University to address routine business matters between regular Board meetings and to assist the Board Chair and the President in their joint responsibility to help the Board to function effectively and efficiently by suggesting Board meeting agenda items and periodically assessing the quality of committee work. The Executive Committee shall have delegated authority to act for the Board of Trustees on all matters except for the following, which shall be reserved for the Board: President selection and termination; Trustee and Board officer selection; changes to the Bylaws or Certificate of Incorporation; incurring of University indebtedness other than indebtedness in the ordinary course of business; sale of University assets or tangible property other than in the ordinary course of business; adoption of the annual budget; and conferral of degrees. These Bylaws or this Board may from time to time reserve other powers exclusively for the Board of Trustees. In addition to its authority to take action on emergency matters that cannot or should not be deferred to the next scheduled meeting of the Board, the Executive Committee shall oversee the work of Board Standing Committees and other committees, the University's planning process or progress on planning goals, and the Board's responsibility to support the President and assess his or her performance, and it shall review annually the President's compensation and terms of employment.

Further, the Executive Committee shall ensure that the membership and leadership of the Board consist of highly qualified and committed individuals; it shall ensure that regular programs of new Trustee and in-service education are maintained, and it shall periodically recommend initiatives by which the Board shall assess its performance. It shall

serve as the agent of the Board in reviewing the performance of incumbent Trustees and Board officers, who are eligible for reelection; maintain a list of qualified candidates for possible nomination; consider cultivation strategies for promising Trustee candidates; and propose and periodically review the adequacy of a statement of Trustee responsibilities as adopted by the Board.

Section 6.2   Other Committees.

(a)   The Board shall establish such standing committees and ad hoc committees as it deems appropriate to discharge its responsibilities. Each committee shall have a written statement of purpose, role, and scope as approved by the Board, and such rules of procedure or policy guidelines that it or the Board, as appropriate, shall approve. Each committee shall review such statements annually.

(b)   The Executive Committee may also establish one or more ad hoc committees as it deems appropriate to assist the Executive Committee in discharging its responsibilities.

(c)   The Chair of the Board of Trustees shall have the responsibility of appointing the chairs, vice chairs, and members of all Board committees except for the Executive Committee. All committee chairs and vice chairs shall be Trustees.

(d)   Except for appointment to the Executive Committee, the appointment to any other committee shall be on an annual basis and shall not preclude service on any other committee during the term of the appointment, unless directed otherwise by the Executive Committee. The President of the University, with the consent of the Chair of the Board, may appoint a member of the administrative staff to serve as a liaison between a committee and the office of the President. Such liaison person shall assist the committee in the carrying out of its duties. Each committee shall meet regularly and report on its work and recommendations to the Board of Trustees, if appointed by the Board of Trustees, or to the Executive Committee, if appointed by the Executive Committee.

Section 6.3   Quorum and Voting.

(a)   A quorum at a Committee meeting, including the Executive Committee, any and all standing committees and subcommittees shall be a majority of its voting members. A member shall be deemed present at a meeting of the Committee if that member participates in the meeting through the use of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. The attendance of non-voting Committee members and invited persons who are not Committee members at a Committee meeting shall not count toward the presence of a quorum.

(b)   The vote of a majority of the members of the Committee in attendance at a meeting at which a quorum is present shall be the act of the Committee, except where the governing documents expressly require a greater number of votes. In addition, any action required or permitted to be taken at any meeting of the Committee may be

taken without a meeting upon the written consent of at least seventy-five percent (75%) of voting members of the Committee.

ARTICLE VII

Officers of the University

Section 7.1   Generally. The officers of the University shall be the Chair, Vice Chair, Secretary, and Treasurer of the Board of Trustees, and the President and one or more Vice Presidents. All officers shall report to the Board of Trustees except for the Vice Presidents, who shall report to the President in consultation with the Board of Trustees. The Chair, Vice Chair, Secretary, and Treasurer shall be Trustees. The President shall be an ex-officio member of the Board of Trustees without power to vote, and his or her presence at meetings shall not be counted for quorum purposes. The other University Officers shall not be members of the Board. The Board may appoint one or more assistants to the Treasurer, the Secretary, and other such officers, as may be deemed necessary. These assistants to the officers may, but need not be, members of the Board of Trustees.

Section 7.2   Election of Officers Other than the President. All officers except the President shall be elected at the annual meeting of the Board of Trustees. They shall serve for the ensuing year and until their successors are elected and enter upon their duties. The Board may approve the appointment of other officers.

Section 7.3   Election of President. The Board of Trustees shall elect a President of the University to serve at the pleasure of the Board of Trustees. A two-thirds (2/3) vote of the Trustees present at a regularly constituted meeting shall be necessary to elect or to remove the President from office. In the event of a vacancy, the Board of Trustees, or its Executive Committee, shall appoint an acting President and a special search committee to submit nominations for candidates for the office.

Section 7.4   Removal of Officers. All officers of the Board of Trustees shall serve at the discretion of the Board and may be removed at any time by the affirmative vote of two-thirds of the Trustees present at a meeting of the Board of Trustees at which there is a quorum.

Section 7.5   Vacancies. A vacancy in any of the offices of the Board of Trustees may be filled at any meeting of the Board at which there is a quorum.

ARTICLE VIII

Powers and Duties of the Officers of the University

Section 8.1   Chair and Vice Chair. The Chair shall preside at all meetings of the Board of Trustees and serve as Chair of the Executive Committee. The Chair shall have the right to vote on all questions, appoint committee chairs and vice chairs, determine the composition of all Board committees with the exception of the Executive Committee, and otherwise serve as spokesperson for the Board. He or she shall serve as ex-officio member of all standing committees of the Board, and have other duties as the Board may

prescribe from time to time. In the absence of the Chair, the Vice Chair shall perform the duties of the office of the chair, including presiding at Board and Executive Committee meetings. In case of death, absence, or inability of the Chair to act, the Vice Chair shall discharge the duties of the Chair until such time as the Board elects a new Chair or until the Chair requests the ability to discharge his or her duties.

Section 8.2   Secretary and Assistant Secretary. The secretary shall ensure that the Board of Trustees is acting in accordance with these Bylaws and Bylaw amendments are promptly made as necessary, shall have custody of the seal of the University and shall attest to and affix said seal to such documents as required in the business of the University, that minutes of Board and Executive Committee meetings are accurate and promptly distributed to all Trustees, that meetings are properly scheduled and Trustees notified, and that Board policy statements and other official records are properly maintained. The Secretary shall perform other duties as prescribed from time to time by the Board and may be assisted in all duties by a staff person who shall be the assistant secretary and be designated by the President. Should the Secretary not be a resident of the State of Oklahoma the Chair of the Board of Trustees shall appoint a resident agent.

Section 8.3   Treasurer and Assistant Treasurer. The Treasurer shall serve as the key leader of the Board on all financial management policy matters. He or she may or may not serve as chair of the finance committee of the Board of Trustees. He or she shall ensure that all Trustees regularly receive appropriate and comprehensible financial statements from the administration of the University that include comparisons of revenues and expenditures with both the approved annual budget and the preceding fiscal year for the same time periods. The Treasurer shall ensure that other financial reports, including those for special or major Board-approved expenditures, University investments, and annual or special audits, are provided to all trustees in a timely manner for review and discussion as appropriate. He or she works closely with the chief financial officer of the University, the Board-approved auditor, and the investment and audit committees of the Board as appropriate or necessary. A staff person who shall be the assistant treasurer and be designated by the President may assist the treasurer in all duties.

Section 8.4   President of the University, Provost and Vice-Presidents. The President serves at the pleasure of the Board of Trustees for such term, compensation, and conditions of employment, as the Board shall determine. The President shall be the chief executive officer of the University and the chief advisor to and executive agent of the Board of Trustees. His or her authority is vested through the Board of Trustees and includes responsibilities for all university educational and managerial affairs. The President is responsible for leading the University, hiring the provost and all vice presidents (in consultation with the Board), implementing all Board policies, keeping the Board informed on appropriate matters, consulting with the Board in a timely fashion on matters appropriate to its policy-making and fiduciary functions, and serving as the key spokesperson for the University. He or she has the authority to execute all documents on behalf of the University and the Board of Trustees consistent with board policies and the best interests of the University. The President serves as an ex-officio member of all Board committees except the audit committee. The President shall be responsible for the effective direction and organization of the faculty, shall be regarded as a member of the faculty with vote, and shall represent the faculty, and other employees of the University, in meetings of

the Board of Trustees and its committees. The provost and vice presidents shall serve for such term(s) and have such authority and responsibilities, as the President shall determine in consultation with the Board of Trustees. In the absence or disability of the President, the Board of Trustees shall determine which individual shall perform the President's duties.

ARTICLE IX

The Faculty

Section 9.1   Faculty Membership. The faculty shall consist of the President and all members of the teaching and administrative staff who have received full faculty status by the process described in Article IX, Section 2, of these Bylaws.

Section 9.2   Faculty Appointments. Appointments to membership on the faculty shall be made under the authority of the Board of Trustees in accordance with procedures authorized by the Board and as described in the *Faculty and Administration Handbook.* Authority and faculty prerogatives are specified in the principles approved and published by the Board of Trustees in the *Faculty and Administration Handbook.*

Section 9.3   Faculty Jurisdiction. Responsibility for the instructional direction of programs shall be vested in the faculty, under the President. Subject to general University policy and regulations and to the powers vested in the President and in the Board, the faculty shall have jurisdiction over the educational program, including such matters as admission requirements, curricula, instruction, schedules, and degree requirements.

Section 9.4   Faculty Handbook. The Board of Trustees shall approve and authorize the implementation of a *Faculty and Administration Handbook* to be reviewed annually by the faculty and the Board. The *Faculty and Administration Handbook* shall set forth procedures and guidelines for all faculty prerogatives. The duties of the provost and academic administrators shall be specified in the *Faculty and Administration Handbook*.

ARTICLE X

Indemnification of Officers, Trustees, Employees, and Agents

Section 10.1   Indemnification Other Than in Action by or in Right of the University. To the fullest extent and in the manner permitted by the laws of the State of Oklahoma and specifically as is permitted under Section 1031 of Title 18 of the Oklahoma Statutes or its successor or any other law which may hereafter be enacted granting to a corporation the powers of indemnification, the University shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative, other than an action by or in the right of the University, by reason of the fact that such person is or was a Trustee, officer, employee, or agent of the University, or is or was serving at the request of the University as a Trustee, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise against expenses, including attorneys' fees, judgments, fines, and amounts paid in settlement

actually and reasonably incurred in connection with such action, suit, or proceeding if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the University, and with respect to any criminal action or proceeding, he or she had no reasonable cause to believe his or her conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of the University, and with respect to any criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful.

Section 10.2 <u>Indemnification in Action by or in Right of the University.</u> The University shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the University to procure a judgment in its favor by reason of the fact that he or she is or was a Trustee, officer, employee, or agent of the University, or is or was serving at the request of the University as a Trustee, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise against expenses, including attorneys' fees, actually and reasonably incurred by him or her in connection with the defense or settlement of such action or suit if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the University; except that no indemnification shall be made in respect of any claim, issue, or matter as to which such person shall have been adjudged to be liable to the University unless and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses which the court shall deem proper.

Section 10.3 <u>Further Indemnity.</u> To the extent that a Trustee, officer, employee, or agent of the University has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to in Section 10.1 or 10.2 above, or in defense of any claim, issue, or matter therein, he or she shall be indemnified against expenses, including attorneys' fees, actually and reasonably incurred by him or her in connection therewith.

Section 10.4 <u>Limitations on Indemnity.</u> Any indemnification under the provisions of Section 10.1 or 10.2 above, unless ordered by a court, shall be made by the University only as authorized in the specific case upon a determination that indemnification of the Trustee, officer, employee, or agent is proper in the circumstances because he or she has met the applicable standard of conduct set forth in Section 10.1 or 10.2, as applicable. Such determination shall be made:

(a)   by a majority vote of the Board of Trustees who are not parties to the action, suit, or proceeding, even though less than a quorum;

(b)   by a committee of the Board of Trustees designated by a majority vote of Trustees, even though less than a quorum; or

(c)   if there are no such Trustees, or if such Trustees so direct, by independent legal counsel in a written opinion.

Section 10.5   Advance of Indemnification Expenses. Expenses incurred by an officer or Trustee in defending a civil or criminal action, suit or proceeding may be paid by the University in advance of the final disposition of such action, suit, or proceeding as authorized by the Board of Trustees in the specific case upon receipt of an undertaking by or on behalf of such Trustee or officer to repay such amount if it shall *ultimately* be determined that he or she is not entitled to be indemnified by the University as authorized by the provisions of this Section. Such expenses incurred by other employees and agents may be so paid upon such terms and conditions, if any, as the Board of Trustees deems appropriate.

Section 10.6   Other Indemnification. The indemnification herein provided shall not limit the University from providing any other indemnification permitted by law nor shall it be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any bylaw, agreement, vote of members, or disinterested Trustees or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a Trustee, officer, employee, or agent and shall inure to the benefit of the heirs, executors, and administrators of such a person.

Section 10.7   Insurance. The University may purchase and maintain insurance on behalf of any person who is or was a Trustee, Regent, Director, officer, employee, or agent of the University, or is or was serving at the request of the University as a Trustee, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise against any liability asserted against and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not the University would have the power to indemnify him or her against such liability under these provisions.

Section 10.8   Other Entities. For the purposes of this Section, references to "the University" shall include, in addition to the resulting corporation, any constituent corporation (including any constituent of a constituent) absorbed in a consolidation or merger which, if its separate existence had continued, would have had power and authority to indemnify its Trustees, directors, officers, and employees, or agents so that any person who is or was a Trustee, director, officer, employee, or agent of such constituent corporation, or is or was serving at the request of such constituent corporation as a Trustee, director, officer, employee, or agent of another corporation, partnership, joint venture, trust or other enterprise, shall stand in the same position under the provisions of this Section with respect to the resulting or surviving corporation as he or she would have with respect to such constituent corporation if its separate existence had continued.

Section 10.9   Former Regents, Officers, Trustees, and Agents of the University. Nothing herein shall be deemed to eliminate any indemnification rights for which former Regents, officers, Trustees, and agents of the University were entitled under the prior Bylaws.

Section 10.10 Limitation. Notwithstanding any of the foregoing, to the extent that indemnification under this Article X would result in a prohibited transaction or an act

of self- dealing under Section 4941 of the Internal Revenue Code of 1986, amended (the "Code"), such indemnification is prohibited.

ARTICLE XI

The Students

Section 11.1 Enrollment. Enrollment is open to qualified students who, without distinction of race, sex, handicap, or denomination, desire to undertake serious academic study and who show promise of success in such an endeavor.

Section 11.2 Attendance Privilege. Attendance is a privilege and not a right. Students applying for admission do so voluntarily and are free to withdraw at their pleasure, subject only to the fulfillment of their financial obligations to the University.

Section 11.3 Responsibilities and Rights. By applying for admission, and being accepted, each student agrees to be bound by the rules, policies, procedures, and administrative regulations, as they exist at the time of his or her admission, and as they may be changed, modified, or added to, during the time he or she is a student. By admission as a student, a person acquires the right to pursue the course of study to which he or she is admitted, under applicable policies, rules, and procedures.

Section 11.4 Conduct. Each student is expected to conduct himself or herself with dignity and with due respect for the rights of others, and in keeping with the principles and guidelines of the *Student Handbook.*

ARTICLE XII

General Provisions

Section 12.1 Fiscal Year. The fiscal year of the University shall be determined by resolution of the Board of Trustees.

Section 12.2 Corporate Seal. The corporate seal shall be in such form as the Board of Trustees may from time to time prescribe and the same may be used by causing it or a facsimile thereof to be impressed or affixed or in any other manner reproduced.

Section 12.3 Severability. The invalidity or unenforceability of any provision hereof shall not affect the validity or enforceability of the remaining provisions hereof.

Section 12.4 Notices. This Section sets forth the exclusive manner in which notice may be given. Notice given hereunder may be given by personal delivery to the notice person, or by registered or certified mail, or by facsimile, or by overnight courier to the notice address of the notice person. A notice person's notice address shall be the address of that person as set forth on the books and records of the University, which notice address may be changed at any time by the notice person by giving notice to the University to change such notice address. Notice given to the University shall be given to the University's principal place of business to the attention of the President or Board Chair.

Notice given by personal delivery shall be deemed made on the first business day following the date of actual delivery. Notice given by registered or certified mail, or by facsimile, or by overnight courier shall be deemed received on the first business day following the date of actual delivery. Any notice required to be given to any person who is deceased or disabled shall be deemed given if given to that person's personal representative, legal representative, executor, or other similar such successor in interest.

ARTICLE XIII

Amendment of Bylaws
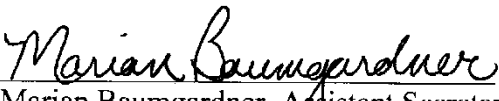
Section 13.1 <u>General Amendments.</u> These Bylaws may be made, altered, or repealed or new bylaws may be adopted at any meeting of the Board of Trustees by a majority vote of the whole Board.

Section 13.2 <u>Unanimous Approval.</u> The name of the University as set forth in Article I, Section 1.1, the purposes of the University as set forth in Article II, Section 2.1, the indemnification provision as set forth in Article X, Section 10.9 and this Section 13.2 shall not be altered, repealed, or amended, directly or indirectly, except upon approval by a vote of 100% of the whole Board of Trustees at each of three consecutive annual meetings of the Board.

Section 13.3 <u>Charitable Purpose.</u> No amendment shall authorize the Board of Trustees or members of the University to conduct the affairs of the University in any manner or for any purpose contrary to the provisions of Section 501(c)(3) of the Code.

APPROVAL OF TRUSTEES

The foregoing Amended and Restated Bylaws were adopted by a majority vote of the Board of Trustees of the University to become effective on the 23rd day of September, 2010.

Marian Baumgardner, Assistant Secretary

APPENDIX K—Organizational Chart for Board of Trustees

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                    ┌─────────────────────────────┐
                    │    The Board of Trustees     │
                    └─────────────────────────────┘

        ┌──────────────┐                    ┌──────────────┐
        │  Executive   │                    │    Audit     │
        │  Committee   │                    │  Committee   │
        └──────────────┘                    └──────────────┘
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Academic Affairs Committee	Student Affairs Committee	Leadership Committee	Finance Committee	Advancement Committee
Academic Programs	Enrollment Management	Committee on Trustees	Budget	Development
Seminary Advisory Board	Athletics	Committee on the President	Investment	Alumni
Global Campus	Spiritual Formation	Human Resources	Information Systems	Public Relations
			Campus and Buildings	Media Asset Group

April 2012

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