This handbook sets forth policies, procedures, and information that, by common consent, are those governing North American University faculty as a whole. This Handbook is intended to aid faculty in locating information concerning the University, faculty appointment and evaluation, faculty development and resources, instruction and service, governance, rights and responsibilities and benefits.

Please contact the Human Resources Office for more information. (Revised 8/2016)
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1 INTRODUCTION

This handbook sets forth policies, procedures, and information that, by common consent, are those governing North American University (NAU) faculty as a whole. This handbook is intended to aid faculty in locating information concerning the University, faculty appointment and evaluation, faculty development and resources, instruction and service, governance, rights and responsibilities and benefits.

The Academic Affairs Office may initiate revisions to this handbook. The Academic Affairs Office may approve changes that are trivial, non-substantive, or required by changes in applicable law. Major revisions to this handbook are reported to the Board of Trustees for their final approval.

As the faculty handbook is amended, the Academic Affairs Office sends an email announcement to all faculty members.

This handbook does not create a contract of employment. The contents of this handbook are presented as a matter of information only and do not modify the terms of employment. This handbook does not modify state or federal laws nor does it serve as legal advice.

Please contact your supervisor or the Human Resources if further assistance is needed.

2 NORTH AMERICAN UNIVERSITY

2.1 History

North American University is the continuation of two previous institutions of higher education. Texas Gulf Foundation (TGF), a non-profit educational organization founded on April 7, 2007. The main purpose of TGF was to establish superior higher education institutions. As the first step toward the University, the TGF established Texas Gulf Institute (TGI) as a career school approved and regulated by the Texas Workforce Commission, and Gulf Language School, which both started operations in September 2007. With addition of degree programs, TGI evolved into North American College in Fall 2010. After three years of successful academic and financial operations, North American College was approved by Accrediting Council for Independent Colleges and Schools (ACICS) to offer M. Ed in Educational Leadership beginning Fall 2013. With the addition of the graduate degree, North American College changed its name and became North American University in September 2013.

North American University is accredited by the Accrediting Council for Independent Colleges and Schools, a national accreditation agency recognized by the United States Department of Education, to award certificates, diplomas, bachelor’s and master’s degrees.

North American University is also approved by Texas Higher Education Coordinating Board (THECB) to award both undergraduate and graduate degrees.
2.2 Mission

North American University, as an institution of higher learning, is committed to providing a nurturing environment for the systematic pursuit of academic excellence, professional and personal development, responsible citizenship, and global cultural competency. The University aims to achieve these goals through instruction, scholarly inquiry, free discussion and dissemination of ideas, and creative activity.

2.3 Core Values

The following core values should guide all members of the university community as they strive to achieve individual and joint goals.

- Learning – Dedication to the discovery, construction, discussion and dissemination of knowledge and its real-world applications.
- Honesty and Integrity – Commitment to truth and consistency in one’s actions and communication.
- Leadership – Courage and commitment to lead with integrity, innovation and openness to new ways of thinking and inquiry.
- Teamwork – Pursuit of excellence through consultation and collaboration.
- Ethical and Professional Conduct – Pursuit of high ethical and professional standards in every endeavor.
- Human Dignity – Recognition that every human being is unique and valuable, and has something of value to contribute to the university environment and society at large.

2.4 University Goals

Goal 1: Academic and Career-related Learning

Objective 1.1 Foster academic and career-related student learning

Objective 1.2 Attract and nurture highly qualified faculty with career-related work experience

Objective 1.3 Attract and nurture promising students

Objective 1.4 Provide educational materials and infrastructure that support career-related student learning

Goal 2: Professional Proficiency

Objective 2.1 Develop a curriculum that helps students excel in their professional formation
Objective 2.2  Develop a curriculum that is responsive to the needs and visions of employers

Objective 2.3  Promote life-long learning skills

Objective 2.4  Promote ethical and professional behavior at both individual and organizational level

Goal 3: Student Centeredness and Personal Development

Objective 3.1  Nurture a student-oriented environment that is responsive to student needs and career goals

Objective 3.2  Provide academic and social services and support to students through their stay at the institution

Objective 3.3  Provide educational programs and experiences that promote global cultural competency and respect for diversity

Goal 4: Engagement with Stakeholders

Objective 4.1  Promote institutional programs and activities to stakeholders such as students, employers, advisory committee, occupational experts and community members

Objective 4.2  Seek input from stakeholders on an ongoing basis in the development of institutional plans and programs

Goal 5: Good Stewardship

Objective 5.1  Manage resources entrusted with the University with responsibility by maintaining the effectiveness and efficiency of programs, services, and operations throughout the University.
3 GOVERNANCE

3.1 The Board of Trustees

The management and legal authority for governance of the University are vested in the Board of Trustees. The board, as described in the by-laws of the University, is entitled to invest and manage the university’s funds and direct its affairs and interests. Every major constituency of the University is represented by one or more trustees. The members of the board do not receive any compensation from the institution. The Board of Trustees makes policies that will help the University achieve its full potential, in accordance with the role and mission for which the University was founded. These policies are administered and implemented by administration and faculty.

Nominations for new members may be received from present board members or a nominating committee of existing board members. Members shall be elected by the vote of the majority of the Board of Trustees and term appointments should take place as stated in the by-laws of the university. The board members have equal voting rights. The President of the University attends the board meetings and takes part in discussions, but does not have voting authority. The President may invite other University administrators to the board meetings to report on conditions of the University.

The Board of Trustees may adopt a resolution establishing one or more committees and delegate specified authority to the committees, and may appoint or remove members of a committee.

North American University is a 501(c) (3) educational non-profit organization.

3.2 Administration

3.2.1 President

The President is the chief executive officer of the University. The Board of Trustees hires the President. During this process, the Board can seek input from other administrators as well as faculty members. The Board also evaluates the President’s performance.

The President has final authority on daily operations, but can delegate some of his/her responsibilities to other administrators. The President’s duties are:

- To direct the University’s administration
- To further the goals of the University and monitor its progress in achieving them
- To conduct Executive Committee meetings
- To strengthen the public image and presence of the University
- To report the activities and condition of the University to the Board of Trustees
- To present an annual budget to the Board of Trustees for approval
- To ensure that discipline is maintained in all activities of the University
- To approve the appointment and dismissal of administrators, deans, faculty, and staff
• To execute any deeds, mortgages, bonds, contracts, or other instruments that the Board of Trustees has authorized to be executed
• To recommend tuition, fees, and room and board charges to the Board of Trustees
• To authorize all diplomas
• To perform other duties as assigned by the Board of Trustees from time to time

Provost, Dean of Student Affairs, Dean of Enrollment Management, and Director of Business Affairs report to the President.

3.2.2 Provost

The Board of Trustees, on nomination of the president of the University, elects a provost. The provost shall be the Chief Academic Officer and the Vice President for Academic Affairs of the University and shall manage all academic matters, including, but not limited to, faculty development and discipline, academic program development, evaluation and review, and strategic academic planning. The provost shall be responsible for overall academic program management and support activities most closely tied to academic programs, shall be authorized to execute all contracts in his or her area of responsibility. The Board of Trustees may designate the Provost as the acting president in the event of prolonged absence, resignation or incapacity of the President. The Provost will form an executive committee with program directors for daily academic operation. He can attend departmental faculty meetings and form committees, and seek input from faculty members. The Provost may be invited to attend board meetings upon the President’s request.

Among his or her duties are:

• To oversee planning and organization of academic affairs
• To promote academic excellence in teaching and scholarly activities
• To meet with program directors regularly
• To assist the President in the process of faculty recruitment
• To review the academic budget and report to the President
• To oversee the organization and activities of the library
• To oversee the Registrar
• To review the curriculum offered by each academic program and to monitor its implementation
• To ensure that the University recruits an appropriate number of qualified students
• To monitor and enhance the University’s assessment practices
• To seek input from committees, and act upon it
• To perform the duties of the President when the President is absent, is unable to act, or refuses to act
• To perform other duties as assigned by the President or Board of Trustees from time to time
3.2.3 Vice President for Administrative Affairs

The Board of Trustees, on nomination of the president of the university, elects a Vice President for Administrative Affairs. The Vice President for Administrative Affairs manages nonacademic administrative operations of the University. The Vice President for Administrative Affairs develops and implements strategies to establish and maintain a healthy and positive workplace environment for faculty, staff and students. The Vice President for Administrative Affairs attends board meetings upon the President's request. The Vice President for Administrative Affairs oversees the administrative units and services of the university including:

- Admissions Office
- Financial Aid Office
- International Students Office
- Residential Operations and Facilities Management

3.2.4 Dean of Student Affairs

The Dean of Student Affairs is appointed by and reports to the President. Among the Dean of Student Affairs’ duties are:

- To acts as a liaison between the administration and the students
- To supervise all student co-curricular activities, student activities, clubs and student government.
- To administer the regulations regarding student conduct, administer disciplinary action
- To oversee counseling services
- To manage career services
- To administer retention services
- To revise and distribute to each student a Student Handbook
- To participate in the life and activities of the University
- To participate in the retention efforts of the University

3.2.5 Director of Business Affairs

The Director of Business Affairs is appointed by and reports to the President. The Director of Business Affairs manages all fiscal and nonacademic administrative operations of the University. The Director of Business Affairs shall be authorized to execute all contracts, conveyances, and proxies in the name of the University as described in the University by-laws. The Director of Business Affairs attends board meetings upon the President’s request. The Director of Business Affairs manages the administrative units and services of the University including:

- Institutional Legal Compliance
- Business Office
- Purchasing Office
- Human Resources
- Information Technology
3.3 Programs of the University

There are three departments offering Bachelor’s and Master’s degrees. These departments are Computer Science, Business Administration, and Education. Each academic department is administered by a department chair appointed by the President.

Among the chairs’ duties are:

- To oversee and coordinate the program
- To ensure that the program conforms to all University policies
- To organize and oversee the preparation of the program curriculum
- To supervise new faculty recruitment
- To assist the VP for Academic Affairs in the faculty evaluation process
- To assist the VP for Academic Affairs in compliance and effectiveness processes
- To encourage scholarly activities and contributions of each faculty member to the program
- To prepare the annual program budget and submit it to the VP of Academic Affairs
- To submit promotion and salary recommendations for faculty members
- To represent the University and the program in public and strengthen the public image of the program
- To monitor degree plans and evaluate proposed curriculum changes
- To perform other duties as assigned by the Vice President for Academic Affairs from time to time

4 UNIVERSITY POLICIES

4.1 Affirmative Action and Equal Employment Opportunity

The North American University envisions itself as a community that welcomes, encourages, and supports individuals who desire to contribute to and benefit from the institution’s missions of academic and career-related learning, professional and personal development, responsible citizenship, and global cultural competency. In a pluralistic culture, that community includes faculty, students, and staff who represent important differences. Members of the University’s community come from different geographical areas, represent different ethnicities, religious beliefs, values, and points of view; they may be physically different, have different intellectual interests, or have different abilities. The University not only welcomes such differences in the members of its community but, in fulfilling its own missions and in preparing the leaders of tomorrow’s world who will necessarily be operating in an equally wide-ranging environment, it actively seeks to recruit and include them in all aspects of the institution’s operations.
The North American University is explicit about its responsibilities under the law to provide equal opportunities for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, gender, sexual orientation, and veteran status. Further, the University complies with all applicable non-discrimination laws in the administration of its policies, programs, and activities. The University’s activities are directed to the enhancement of the human dignity of all members of its community; that includes strategies that foster appreciation for our many differences. These are essential to the success of the institution’s missions.

The University’s teaching, research, and service are directed to the enhancement of human dignity, the ultimate antidote to prejudice and discrimination. The University requires the best talent it can muster and cannot allow discrimination on any aspect extrinsic to the performance of the job. The University values the principle of nondiscrimination and recognizes that absence of bias is essential to its work.

The Vice President for Academic Affairs is designated as the affirmative action coordinator for faculty, and the Director of Business Affairs is designated as the affirmative action coordinator for staff. The department chairs and supervisors are responsible for the implementation of the affirmative action plan in their areas of responsibility.

4.2 Nepotism

Members of the same family are eligible for employment at North American University. However, a supervisor-subordinate relationship shall not exist between family members nor shall one member of a family assume for the other the role of advocate or judge with respect to conditions of employment or promotion. Likewise, either one of family members who hold positions in the same budgetary unit shall not be appointed to an executive or administrative position for that unit. Waivers may be granted by the President, but performance evaluations and recommendations shall be made by a supervisor not related to the individual being evaluated. If members of the same family are recommended to work for the same supervisor, the arrangement must be approved in advance by the Director of Business Affairs.

If a supervisor/subordinate relationship between family members develops during employment, family members must notify the Human Resources Office immediately. The institution must take action to ensure that the supervisor subordinate relationship does not exist; such action may include transfer, reassignment or removal of one or more family members.

Family member, for this policy, is defined as: spouse; parent; grandparent; great-grandparent; grandparent or great-grandparent of spouse, uncle or aunt; uncle or aunt of spouse; brother or sister; son or daughter; son-in-law or daughter-in-law; grandson or granddaughter of spouse; and great-grandson or granddaughter of spouse.

4.3 Consensual Relations

The North American University prohibits any sexual or amorous relationships between members of the University community and those students over whom they have a direct, current
supervisory or evaluative relationship. Such relationships, even when consensual, are problematic because they may result in favoritism or the perception of favoritism which imperils the integrity of the educational environment. Such relationships may also lead to charges of sexual harassment.

4.4 Copyright and Fair Use Policy

The North American University acknowledges and encourages the appropriate use (i.e., reproduction, distribution, performance, and display) of copyrighted works and materials for teaching, scholarship, and research purposes consistent with federal copyright law and the standards for fair use.

4.5 Disability Accommodations

The North American University is committed to providing equal educational and employment opportunities for qualified individuals with disabilities, in accordance with state and federal laws and regulations, including the Americans with Disabilities Act (ADA) of 1990 and Section 504 of the Rehabilitation Act of 1973. Further, the University is committed to applying the strengths of its resources, talents, and ingenuity to maintain an inclusive environment for individuals with disabilities.

4.6 Dissent and Public Order

4.6.1 Standards of Conduct

In compliance with the provisions of the law of the State of Texas, the principles, regulations, and procedures for the maintenance of public order upon University campus or other University property areas follows.

No member of the University community or guest shall engage in the following behavior upon University premises:

1. Obstruction or disruption of teaching or other University activities.
2. Prevention of free movement, such as pedestrian or vehicular.
3. Possession or use of firearms; explosives; dangerous, destructive, or noxious chemicals; or any dangerous or apparently dangerous weapons, other than as allowed by law and University regulation.
4. Detention, physical abuse, or conduct that threatens bodily harm or endangers the health of any person.
5. Intentional damage to or theft of University property or the property of any person when such property is located on the premises of the University.
6. Entry into living quarters, private offices, or working area of another person, without express or implied permission of that person or an authorized University official; or
invasion of the privacy of records, data, or communications belonging to individuals, to the University, or to others.

4.6.2 Procedures for Addressing Violations

It is the right of any member of the University community to bring appropriate charges if it is felt that his or her rights or these preceding standards have been violated.

If a violation of the preceding standards of conduct threatens to disrupt some activity on the University campus or other University property, the person in charge of the activity should attempt to address those persons creating or threatening to create the disturbance. The primary aim should be to re-establish appropriate conditions so that the activity may proceed. If he or she is able to do this reasonably quickly, disciplinary charges may not be necessary.

If the individual in charge of the activity cannot re-establish order, he or she should, as far as practicable, (1) request the disruptive party or parties to desist, and (2) state the perceived violation of the standards. It is then the obligation of the parties concerned to supply their names.

Any person who fails to comply with the above obligation may be removed and barred from the University activity. If removing the person(s) from the activity in question is not sufficient to remove a clear and present danger, the appropriate University official may eject and bar the person(s) from the University campus and property.

Failure to comply with a request to desist does not in itself constitute a breach of University regulations. Ensuing University judicial proceedings will determine whether a violation in fact had occurred, and the guilt or innocence of the parties charged. No action or omission of the person in charge of the activity shall in any way limit the responsibility of an individual for his or her own actions of disruption or creation of disorder.

In a University, even more than in the community at large, it is appropriate that force, which is available only from outside the University, be used as little as possible in preventing disruption and disorder. Correspondingly, in a University, impediments to freedom of speech and movement and to rationality are intolerable—even those that in the community at large would be minor.

Proceedings under civil law are not a bar to University judicial proceedings.

In the event that any visitor to University premises violates any of these regulations, an appropriate University official shall ask him or her to leave the University premises. If the visitor refuses to leave University premises promptly, the University shall, if necessary, seek the aid of and cooperate with civil authorities.

Civil charges may be filed by an appropriate University official for any misconduct, disruption, or disorder on the campus, whether by visitors or members of the University.
4.7 Distinguished Visitors

North American University frequently welcomes distinguished speakers in their fields. Faculty members inviting distinguished guests shall inform the department chair before making the necessary arrangements.

4.8 Drug-Free Workplace

The University is committed to the development and maintenance of a drug-free environment and, in accordance with the Drug-Free Workplace Act of 1988, will not tolerate the unlawful possession and use of controlled substances (drugs) on its premises. The unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited in and on property owned or controlled by the North American University. A more detailed statement on this subject is contained in the University’s Employee Handbook.

4.9 Harassment and Discrimination

The success of the North American University depends on an environment that fosters vigorous thought and intellectual creativity. It requires an atmosphere in which diverse ideas can be expressed and discussed.

The North American University seeks to provide a setting that respects the contributions of all the individuals composing its community, that encourages intellectual and personal development, and that promotes the free exchange of ideas.

Any behavior, including verbal or physical conduct, that constitutes discrimination against or harassment of any student, faculty, or staff member of the University community in any form is prohibited.

Retaliation is prohibited in any form against a person because he or she complained about conduct reasonably believed to be discrimination or harassment.

For the University policy against discrimination and harassment, including the procedures to be followed if a person believes he or she has experienced harassment, discrimination, or retaliation or is aware of such conduct occurring, see the University’s Employee Handbook.

4.10 Political Activity

Recognition of its own purposes and compliance with federal and state laws for not-for-profit corporations require that the University remain non-partisan and independent in politics.

Individual members of the University community, of course, have the right to participate in the political process so long as they do not speak or act in the name of the University.
4.11 Security

University Security has the primary duty to respond in all medical, fire, and criminal emergencies at the University. In an emergency, use any University phone to dial 911. For non-emergencies, dial 154 for campus security.

Security acts to prevent criminal activity as well as to respond to it through such measures as prevention education, preventive patrols, and escorts. Members of the University community are encouraged to remain aware of their surroundings, to observe self-protective measures, and to report any potential threats to the community’s well-being.

Security serves as a liaison with public law enforcement agencies. Cooperation between those outside agencies and the University community promotes awareness of the needs of one’s neighbors and fosters a sense of common purpose and protection for all. Unlawful acts or evidence thereof may be reported to the appropriate law enforcement agencies.

4.12 Smoking

In light of the clear health hazards associated with tobacco smoke and as an institution committed to promoting the best possible health care for all, the North American University has adopted the following University-wide smoke-free policy:

- All buildings and vehicles, regardless of location, that are owned or leased by the North American University will be entirely smoke free. This policy applies to all campus facilities except for designated outdoor smoking areas.
- It will be the obligation of the University administrator responsible for programs taking place within these areas to ensure that the smoke-free policy is observed.
- Individuals who wish to smoke out of doors must do so in outdoor designated areas, away from pedestrian traffic and building air supply.
- The University assists faculty, staff, and students who wish to stop smoking and periodically offers smoking-cessation workshops. Supervisors are encouraged to allow their smoking staff to attend.

4.13 University Letterhead

When an individual or group uses University letterhead, or employs the phrase "North American University" in a specially invented letterhead, there is the implication that the communication has the sanction of the University. Such letterheads are sometimes used inappropriately in letters or other documents to pursue a personal goal or for social or political purposes that are not the direct responsibility of the University. In these cases, such a letterhead should not be used, however worthy the cause, and in spite of the fact that University members may be part or all of the membership of a group.

Examples of appropriate use of letterhead would be a professor of chemistry writing to a professional society or to a colleague in another university about professional matters, or an official of the Public Speaking Club writing about arrangements for a proposed tour of the club.
Examples of inappropriate use would be a group of faculty writing to the mayor of Houston protesting the city’s tax proposals, or a group of students urging the President of the United States to seek the release of a political prisoner. The subject of the communication must be the authorized business of a formal component of the University (such as a department, or a student group sanctioned by the University). Otherwise, the group or individual should seek authorization in writing from the President or the Vice President for Academic Affairs to use the University’s name. Sponsorship, for instance, by a department or group in the University, of some cause that is not a specified part of the professional responsibilities of that department or group does not constitute such authorization, nor can anyone except the President or the Vice President for Academic Affairs grant such authorization.

If there is any doubt about the appropriate use of University letterhead, the Vice President for Academic Affairs or the President should be consulted.

4.14 Computer Use

Faculty members are obligated to comply with all applicable laws, regulations, contracts, licenses, policies, standards, organizational controls, security rules, etc. In particular, the individual user is responsible for understanding and complying with all copyright laws. North American University users of computers attached to the campus network have a common responsibility to fellow users to follow security policies designed to protect the campus network. This includes but is not limited to adhering to virus scan procedures, refraining from visiting risky web sites (such as game sites), following file download instructions and other security-based instructions issued by information technology services (ITS) and or listed on the information technology (IT) area of the University web site.

Certain programs, such as instant messaging and file sharing programs, constitute a network security risk and may not be installed on computers connected to the University network. The ITS section of the University intranet web site provides a current list of these programs. FTP and telnet protocols may be used only with specific approval of the IT staff. Other programs that consume significant resources or affect PC performance may also be prohibited on a case-by-case basis. If any dispute arises, the IT department has the institutional authority on all technology related issues.

Computing equipment and networking infrastructure including internet access are provided to the University reserves the right to monitor and record both usage and content of electronic communications that involves university equipment for purposes of including but not limited to ensuring compliance with this policy.

This policy recognizes the existence of state laws governing access to materials with sexually-explicit content. Prohibited activities include accessing, downloading, printing or storing information with sexually explicit content as prohibited by law.
5 FACULTY POLICIES

5.1 Academic Freedom

The spirit of free inquiry and scholarly criticism is the key component of an academic enterprise. With that comes freedom of expression, which constitutes an inseparable feature of academic freedom. Academic freedom has three manifestations: (i) Freedom of inquiry, (ii) freedom of teaching and (iii) freedom of extramural utterance.

Freedom of inquiry is an essential right of the scholar, which gives him or her freedom in research and in the publication of results from this inquiry. Freedom of teaching gives the faculty member liberty in the classroom, while disseminating information to students in his or her class and while discussing subject matter with them. However, instructors should not introduce any controversial material unrelated to the subject matter. It is essential that educators provide accurate information at all times, and make the usual disclaimer that they are not speaking for the University.

5.2 Rank and Promotion

Membership in the faculty of the University carries with it both rights and responsibilities. To be effective as a scholar and teacher, the faculty member must be free to pursue knowledge and to teach what he or she believes to be true. The faculty member who is granted this freedom should conduct research and teaching with integrity and competence. The University should cultivate academic endeavors of quality and provide the climate of freedom on which they depend.

The academic community recognizes educational achievements, experience, and meritorious contributions to higher education by awarding academic rank to faculty who perform with distinction in these areas. Academic rank is granted by the Board of Trustees to teaching faculty on the basis of the institution’s faculty personnel policies.

The academic ranks of the University are professor, associate professor, assistant professor, and instructor. The senior ranks of professor and associate professor are granted as a result of exemplary teaching, scholarship, leadership, and service achievements. Faculty who hold senior ranks provide academic and scholarly leadership to developing faculty and provide advice and counsel to the department chairs and administration. For these reasons, serious attention is given to the scholarly, intellectual, and ethical stature of individuals selected for the senior ranks. The ranks of assistant professor and instructor are for faculty in the developmental stages of their teaching careers.

5.3 Promotion in Rank

The North American University has specified five basic categories upon which academic rank and promotion in rank are based:

1. Education and experience,
2. Effective classroom teaching,
3. Research/scholarship,
4. Contributions to the institution and profession, and
5. Performance of non–teaching or administrative duties.

Education and experience alone are not adequate for granting promotion in rank. The following general guidelines shall be applied in the appointment and promotion of faculty to rank.

5.3.1 General Guidelines

5.3.1.1 Instructor

- An earned master’s degree or eighteen (18) graduate hours in a relevant teaching field awarded by an accredited institution.
- Credentials which indicate the potential for effective classroom teaching, contributions to the institution and profession, and, in appropriate instances, successful performance of non–teaching or administrative duties.

The first appointment as instructor shall normally be for one year, although appointment may be for two years. Reappointments, if made, are for one year or two years.

5.3.1.2 Assistant Professor

Appointments at the rank of assistant professor are for periods of five years. The maximum term of service at the rank of assistant professor may not exceed seven years, not including time on non-academic leave. Vice President for Academic Affairs may grant credit toward promotion based on professional experience without academic settings, not exceeding two years. Typically, a review for promotion is initiated at the beginning of the fifth year in rank, with notification of the decision being made by the end of the fifth year. Time on academic leave will count toward a faculty member’s time in rank. A request in writing to the chair is required from a faculty member who wants to postpone promotion review due to a non-academic leave.

To be appointed at the rank of assistant professor, a faculty member shall pursue one of the following options:

5.3.1.2.1 Option A

- An earned doctorate relevant to the teaching field awarded by an accredited or internationally recognized institution.
- Academic credentials which indicate the potential for effective classroom teaching, research/scholarship, contributions to the institution and profession, and, in appropriate instances, successful performance of non–teaching or administrative duties.

5.3.1.2.2 Option B

- Completed all requirements in a doctoral program relevant to the teaching field, with the exception of the dissertation.
• Academic credentials which document effective classroom teaching and indicate the potential for research/scholarship, contributions to the institution and the profession, and, in appropriate instances, successful performance of non–teaching or administrative duties.

5.3.1.3 Associate Professor
• An earned doctorate relevant to the teaching field awarded by an accredited or internationally recognized institution of higher education.
• Five (5) years of successful higher education teaching experience in full–time appointment(s).
• Five (5) years of experience at the assistant professor rank.
• Demonstrated effective classroom teaching, research/scholarship, contributions to the institution and profession, and, in appropriate instances, successful performance of non–teaching or administrative duties.
• Noteworthy achievement in classroom teaching, research/scholarship, and contributions to the institution and profession, or, in appropriate instances, performance of non–teaching or administrative duties.

5.3.1.4 Professor
• An earned doctorate relevant to the teaching field awarded by an accredited or internationally recognized institution of higher education.
• Ten (10) years of higher education teaching experience in full–time appointment(s).
• Five (5) years of experience at the associate professor rank.
• Demonstrated record of effective classroom teaching, extensive research/scholarship, extensive contributions to the institution and profession, and, in appropriate instances, exemplary performance of non–teaching or administrative duties.
• Commendable or outstanding achievement on all of the categories: effective classroom teaching, research/scholarship, contributions to the institution and profession, and, in selected instances, performance of non–teaching or administrative duties.

5.3.1.5 Special Faculty Titles

5.3.1.5.1 Adjunct Faculty
An adjunct faculty member is a part time instructor whose primary place of appointment is outside the University. Appointments may be recommended by the department chair with the review of the appointment made in the same manner as with other appointments. The duration of the appointment should be indicated at the time of appointment. In most instances, the duration of appointment is one semester only and the contract can be renewed indefinitely. Adjunct faculty members are not eligible for faculty benefits. Adjunct faculty members are expected to attend all faculty meetings.
5.3.1.5.2 Visiting Faculty

A visiting faculty member is from another institution who retains his or her status at that institution. Visiting faculty members are usually appointed for a year only. In special cases, it could be extended for another year. The procedure required for visiting faculty appointments is the same as for the related regular appointments.

5.3.2 Effective Classroom Teaching

Effective classroom teaching is demonstrated through mastery of a current knowledge base in subject matter taught at an appropriate student level. Such teaching stimulates achievement and practical personal applications by students. A continual review of current literature, research, and strategies for classroom application is necessary to effective teaching. An effective teacher evidences mastery in the classroom by thoroughly integrating skills and knowledge, sensitivity, and perception with the presentation of subject matter.

Effective classroom teaching is characterized by (1) subject matter mastery, (2) curriculum development, (3) course design, (4) delivery of instruction, (5) assessment of instruction, (6) availability to students, and (7) fulfillment of instructional administrative responsibilities.

Effectiveness will be documented by student evaluation of instruction; peer, department chair evaluations; and other applicable available information.

5.3.3 Research/Scholarship

Scholarship is a state of mind that is demonstrated by the active involvement of a faculty member in the pursuit of new knowledge in his/her academic field or discipline. While the scope and nature of faculty scholarship will vary among departments, the University faculty shall be involved in scholarly activities, individually or collaboratively, which advance the knowledge base and performance levels of their respective fields. Both the pursuit of new knowledge or techniques and the application of knowledge or techniques in creative ways are valued. Both the quality and the quantity of productivity are considered in assessing the contributions and performances.

Examples of research/scholarship are adaptations of knowledge to the learning environment, development of marketable instructional materials, creative artistic works evaluated by juries or panels, invitation for professional presentations or performances, articles in refereed or editor–evaluated publications, successful earning grants, selected unpublished research, books, monographs, inventions, patented or copyrighted products, etc.

5.3.4 Contributions to the Institution and Profession

Contributions occur when a faculty member applies his/her professional expertise beyond the classroom and research/scholarship responsibilities to advance the institution and profession. These contributions should be correlated with the educational needs of the student body and the objectives of the University.

Institutional contributions may consist of, but are not limited to academic advisement of students, sponsorship of student organizations, membership on ad hoc and standing committees,
and consultation to other areas of the University, participation in institutional or program self-study activities, and special assignments or responsible participation in activities which advance the academic programs of the University.

Professional contributions include involvement in various professional organizations in a manner that accrues favorable notice to the individual and the University. Evidence of such contributions may consist of, but are not limited to, memberships in professional organizations appropriate to a faculty member’s teaching field or area of responsibility, attendance at meetings, holding of offices, and serving on committees at local, state, regional, and national levels of said professional organizations.

**5.3.5 Performance of Non–Teaching or Administrative Duties**

These duties include, but are not limited to student advisement; departmental management; public relations; classroom, studio, office or other physical facility management; personnel management; equipment and supplies management; fiscal management; and time management.

The performance of such duties is carried out in a timely manner with efficiency and dispatch in a spirit of cooperation and sensitivity to the needs of students, staff, peers, and supervisors. These duties are carried out in full awareness of both legal and personal responsibilities and limitations concomitant to a state–supported educational institution.

Documentation of performance of non–teaching or administrative duties might include formal and informal observations and evaluations from students, peers, supervisors, and the public.

**5.4 Concepts and Understandings Regarding Rank and Promotion Policies**

1. The highest interests of the University will best be served through a spirit of cooperation and a sense of mutual confidence among the faculty, the Chief Academic Officers, and the President of the University. The procedure for recommending promotion in rank is designed to systematize as well as to encourage such cooperation and mutual confidence.

2. The determination of professional training and/or experience to meet the criteria for assignment of rank will be the responsibility of the appropriate academic officer (or officers) on campus. They will consult with peers or supervisors of those who are being considered for changes in rank.

3. No person presently employed shall suffer reduction in rank as a result of the operation of these policies.

4. Instructional personnel who are not subject to assignment of rank may be classified by titles such as special instructors, adjunct teachers, and part–time teachers.

5. An instructor, upon making official notification to the administration of the completion of a doctoral program, may receive immediate promotion to the rank of assistant professor with approval of the Board of Trustees.

6. All appointments will be without tenure.

7. The application for promotion may be submitted during the year which completed the requirements for the rank as outlined above, with a successful application causing promotion effective the following academic year.
8. A faculty member must complete at least one year of employment at North American University before applying for promotion to the rank of Associate Professor or Professor.
9. Any exception to the policy on promotion in rank is the domain of the President of the University.

5.5 Appointments from Outside the University

Appointments made from outside the University to ranks do not require review by a committee. Approvals of the department chair, Vice President for Academic Affairs, President, and the Board of Trustees are required for ranks higher than assistant professor.

5.6 Promotion Process

It is the responsibility of the individual faculty member to initiate the request for a promotion in rank and to prepare the portfolio of materials. The department chair will advise the faculty member in preparation of this request. The following steps outline the procedures in the promotion process. Failure to forward the portfolio and recommendation by the specified date will constitute de facto approval at that step.

It is the responsibility of the individual faculty member to monitor the flow of materials through the process. At any step in the process, the faculty member may withdraw a request for promotion in rank. The following steps outline the normal process:

Step 1

By October 15: The faculty member files a written request for promotion with the department chair. The request must be accompanied by a portfolio exhibiting documentation of effective teaching, research/scholarship, contributions to the institution and profession, and performance of non–teaching or administrative duties, if appropriate.

Step 2

By November 15: A Promotion Review Committee shall be formed. Only faculty at or above the rank sought shall serve on the committee. In the event that the number of faculty at the appropriate rank in the department is fewer than three (3), the faculty at or above the rank sought within the department plus additional faculty members at or above the rank sought appointed by the Vice President for Academic Affairs and the chair of the department to form a group of at least three (3) faculty members will serve as the Promotion Review Committee. Since department chairs will independently review Promotion Review Committee recommendations, and make an independent recommendation to the Vice President for Academic Affairs, they should not be members of Promotion Review committees.

The chair shall call a meeting of the Promotion Review Committee to initiate discussion of the request. After each member of the Promotion Review Committee critiques the portfolio and each performance criterion, the faculty member’s performance shall be reviewed, discussed, and
evaluated by the Promotion Review Committee. This review shall be conducted in a manner that allows for input from other colleagues, students, alumni, and administrative information from the department chair. After completion of the review, a poll by secret ballot of the Promotion Review Committee will be taken to determine whether a recommendation for the granting of promotion will be made. A simple majority rule shall prevail. The Promotion Review Committee shall then send the portfolio, the committee’s vote, and their recommendation to grant or to deny to the department chair. All ballots are to be retained by the chair of the Promotion Review Committee until a final decision is reached concerning the request. The ballots shall then be destroyed.

Step 3

By January 15: The department chair shall review the Promotion Review Committee’s vote, critique the portfolio, evaluate each performance criterion, and decide whether to recommend the granting of promotion. The department chair will then forward a recommendation concerning the request and all documentation to the Vice President for Academic Affairs. The chair will also provide in writing a statement of his/her action to the Promotion Review Committee and faculty member. If the committee or the chair recommends that promotion be denied, the faculty member has the right to include a rebuttal statement into faculty files by February 1.

Step 4

By March 15: The Vice President for Academic Affairs shall review the chair’s recommendation, the Promotion Review Committee’s vote, critique the portfolio, evaluate each performance criterion, and decide whether to recommend the granting of promotion. The Vice President for Academic Affairs will then forward a recommendation concerning the request and all documentation to the President. He will also provide in writing a statement of his/her action to the department chair, Promotion Review Committee, and faculty member. If the Vice President for Academic Affairs recommends that promotion be denied, the faculty member has the right to include a rebuttal statement into faculty files by April 1.

Step 5

By May 1: Upon receiving a recommendation from the Vice President for Academic Affairs, the President decides either to approve or disapprove the request for promotion. The President approves the request for promotion, s/he submits it to the next Board of Trustees meeting. The President then reports the Board’s action to the Vice President for Academic Affairs, the department chair, and the faculty member.

If the President disapproves the request for promotion, s/he notifies the Vice President for Academic Affairs, the department chair, the Promotion Review Committee, and the faculty member.
5.7 Notification of Termination

The Board of Trustees delegates to the President or the President's designee the authority to reappoint or not to reappoint faculty members. A faculty member whose appointment is not renewed will be given written notice from the University by June 1, prior to termination of the current appointment. Failure to reappoint may be without specific causes.

5.8 Causes for Dismissal or Suspension of Faculty

Causes for dismissal or suspension of faculty may include, but are not limited to, the following:

a. Committing a felony or other serious violation of law that is admitted or proved before a competent court, preventing the faculty member from satisfactory fulfillment of professional duties or responsibilities, or violation of a court order which relates to the faculty member's proper performance of professional responsibilities
b. Moral turpitude
c. Insubordination
d. Professional incompetence or dishonesty
e. Substantial or repeated failure to fulfill professional duties or responsibilities or substantial or repeated failure to adhere to University policies
f. Personal behavior preventing the faculty member from satisfactory fulfillment of professional duties or responsibilities
g. An act or acts which demonstrate unfitness to be a member of the faculty
h. Falsification of academic credentials
i. Two consecutive unsatisfactory performance evaluations
j. Bona fide lack of need for one's services in the University
k. Bona fide necessity for financial retrenchment

The President shall have the authority to suspend any faculty member formally accused of a, b, c, d, e, f, g, h, or i (listed above). A faculty member should be suspended only if harm to the faculty or students is possible or disruption of proper conditions for teaching and learning are threatened by the faculty member's continuance. During the suspension period, compensation for the suspended person should be continued. If during the suspension period the faculty member is convicted of or admits to the commission of a felony or a crime involving moral turpitude or other serious violation of law referenced above, the institution shall not continue compensation.

A faculty member whose position is terminated based on genuine financial retrenchment, bona fide discontinuance of a program, or a lack of need for one's services will be given two (2) months' written notice unless an emergency arises.

If an appointment is terminated because of financial retrenchment or because of discontinuance of a program, the released faculty member's position will not be filled by a replacement within a period of six (6) months, unless the released faculty member has been offered reappointment at the previous status.
5.9 Dismissal Proceedings of Faculty Member for Cause

Dismissal proceedings shall begin with a conference between the faculty member and the appropriate department chair. The conference may result in agreement that the dismissal proceedings should be discontinued or that the best interest of the faculty member and the institution would be served by the faculty member's resignation. If so, the faculty member shall submit a resignation in writing, effective on a mutually agreed upon date. If this conference does not result in mutual agreement, the department chair will submit a recommendation in writing with rationale to the faculty member and to the Vice President for Academic Affairs. Within ten (10) days, the Vice President for Academic Affairs should have a conference with the faculty member.

The conference with the Vice President for Academic Affairs may result in agreement that the dismissal proceedings should be dropped. On the other hand, the conference may result in mutual agreement that the best interest of the faculty member and the institution would be served by the faculty member's resignation. If so, the faculty member shall submit a resignation in writing, effective on a mutually agreed upon date. If this conference does not result in mutual agreement, the Vice President for Academic Affairs will submit his/her decision in writing with rationale to the faculty member and forward his/her decision to the President. If the President concurs in the recommendations for dismissal, the President shall send a written statement to the faculty member within ten (10) school days of his/her receipt of the Vice President for Academic Affairs's recommendation. Copies of this written statement should be sent to the Vice President for Academic Affairs, and the department chair. When the President notifies a faculty member of the intention to recommend dismissal for cause, the faculty member must be informed in writing in detail of the specific charges against him/her and be informed of the procedural rights that will be accorded to him/her. Every reasonable effort must be made by the President to ensure that the communication of this action is received by such faculty members without delay. Such notification must be made by registered or certified mail with return receipt requested.

5.10 The Right of Appeal of Faculty

North American University shall institute an Appellate Committee on Dismissal of Faculty Members. The committee shall not exceed five (5) faculty members elected by the faculty governing body of the University. One or more alternate members of the committee shall be elected to serve in the event a regular member is unable to serve. If any member of the committee is an interested party in a case which comes before the Appellate Committee on Dismissal of Faculty Members, said committee member shall not serve on that case.

The decision of the committee will be based on majority vote. The committee will elect its own chair, who will have the right to vote.

If a faculty member receives notice of a pending dismissal and so desires, he may request and shall be accorded a hearing before the Appellate Committee on Dismissal of Faculty Members. Failure to make a request in writing to the President within ten (10) days after receipt of notification shall constitute a waiver by such faculty member of his/her right to a hearing before the Appellate Committee on Dismissal of Faculty Members.
5.11 Appeal Procedures for Faculty

a. After a faculty member has requested a hearing before the Appellate Committee on Dismissal of Faculty Members, service of notice of hearing with specific charges in writing will be made at least ten (10) days prior to the hearing. The faculty member may respond by waiving the hearing and filing a written brief or the matter may proceed to a hearing. If the faculty member waives a hearing, but denies the charge or asserts that the charges do not support a finding of adequate cause, the Appellate Committee on Dismissal of Faculty Members will evaluate all available evidence, including testimony and documentary evidence presented by the University, and make its recommendation upon the evidence in the record.

b. If the faculty member requests a hearing, the Appellate Committee on Dismissal of Faculty Members shall, with due diligence, and considering the interests of both the University and the faculty member affected, hold a hearing and report its findings and recommendations to the President and to the involved faculty member.

c. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the University will attempt to secure the cooperation of such witnesses and will make available necessary documents and other evidence within its control. No employee of the institution, regardless of position, should be excluded or excused from appearing before the committee, if available.

d. The faculty member and the University will have the right to cross examine all witnesses present. Depositions are admissible whenever a witness cannot appear.

e. The committee may conclude: (a) that adequate cause for dismissal has been established by the evidence; or (b) that adequate cause for dismissal has not been established by the evidence. The committee may make any other recommendations it determines are appropriate. The committee’s findings and recommendations shall be made to the President of the University. The committee shall send a copy of its findings and recommendations to the affected faculty member.

f. Based on the committee findings and recommendations, the President shall make a decision within ten (10) days and notify the involved faculty member.

6 STUDENT RELATED POLICIES

6.1 Faculty/Student Relationships

Professional relationships between faculty members and students should be maintained as a key factor to promote educational mission of North American University. It is the responsibility of the faculty to refrain from violating the dignity, trust and rights of those whom they serve. Relationships of an intimate nature compromise the integrity of a faculty-student relationship whenever the faculty member has a professional responsibility for the student. The University prohibits intimate relationships including sexual and romantic relationships between a faculty member and a student even if those relationships are consensual.
Faculty members must not engage in consensual romantic and sexual relationships with students, since the faculty member is in a position of professional authority with respect to the student. It is understood that a faculty member has the primary obligation to discourage such a relationship and to discontinue the relationship if it should develop. A faculty member who violates this prohibition will be subject to disciplinary action ranging from verbal warning to termination of employment.

The Vice President for Academic Affairs, or his/her designee, shall be responsible for investigating complaints of violation of this policy. Confidentiality will be maintained in any investigation to the extent consistent with the need to conduct a thorough investigation.

6.2 Academic Honesty

North American University is dedicated to improving the teaching learning process by ensuring that high ethical standards prevail in all academic matters. Academic dishonesty is a serious violation of the trust upon which an academic community depends. Intentional or unintentional use of phrase, source, idea, full or a part of an article without appropriately citing resources, falsification, fabrication of data, or other forms of deliberate misrepresentation are all considered as academic dishonesty and strictly prohibited. In addition, copying information without putting one’s own efforts and contributing to the original information is considered plagiarism. Similar acts that represent other’s work as one’s own work is considered an academically dishonest act.

Other forms of academic dishonesty include but not limited to cheating, providing unauthorized aid during an examination, misuse of library materials and not returning materials on time that would be for the disadvantage of other students.

Such behaviors must not be tolerated and must be reported to take the necessary disciplinary action. Faculty members are responsible for initiating the disciplinary process, according to the guidelines, that deals with cases of alleged academic dishonesty. Ignorance of these standards will not be considered a valid excuse or defense.

6.3 Religious Observance

Students who choose not to register for classes, attend classes, or take exams on certain days because of their religious beliefs will be given an equivalent opportunity to register for classes or to make up the work requirements or exams they miss, without penalties or additional fees.

6.4 Confidentiality of Student Files

North American University complies fully with the provisions of the Family Educational Rights and Privacy Act of 1974 (FERPA). Under FERPA, students have, with certain limited exceptions, the right to inspect and review their educational records and to request the amendment of their records to ensure that they are not inaccurate, misleading, or otherwise in
violation of the student’s privacy or other rights. All policies and practices governing the collection, maintenance, review, and release of records will be based upon the principles of confidentiality and the student's right to privacy, consistent with FERPA.

7 FACULTY BENEFITS

7.1 Leave Policies

Faculty members are required to submit a “Leave Request Form” to the supervisor for approval. In case of an illness or an emergency when conditions do not permit a request in advance, the employee is required to notify the supervisor as far in advance as possible. Any absence of a faculty member from the campus that involves any interference with his or her normal instructional, advising, or other duties requires a discussion between the faculty member and the departmental chair about arrangements for such absence. In concert with the chair, the faculty member requesting the leave has the responsibility for assuring that classes are taught, that students are advised, and that other academic responsibilities are properly managed.

7.1.1 Sick Leave

Faculty members on an academic-year (ten-month) appointment do not earn sick leave. However, short absences for illness, professional, personal and family reasons can be scheduled with notification to the department chair with full salary. In scheduling such leaves, the faculty member is expected to make proper arrangements for the fulfillment of his or her academic responsibilities. All leaves should be authorized by the department chair.

For leaves that are covered under the Family Medical Leave Act (FMLA) the faculty should contact the Human Resources Office.

7.1.2 Vacation Leave

Faculty members do not accrue vacation unless their appointments are at least for a year. In that case, please see the vacation leave policy at the Employee Handbook.

7.2 Health Insurance

The North American University Medical Insurance Plan, administered by Blue Cross Blue Shield of Texas, provides you and your family with comprehensive benefits and access to the largest network of physicians and hospitals in Texas. Blue Cross Blue Shield offers you the greatest freedom of choice of any of your health care options. With two levels of benefits available to you, network and non-network, you determine your level of benefits by your choice of physicians, each time you receive care.

North American University pays 80% of the health insurance premiums for all eligible employees. All regular full time employees are considered to be eligible for medical insurance
benefits. If you are a new employee, you will be eligible for health insurance on the first day of the month following your first day of employment. (For example, if you begin employment on March 18, 2013, you will be eligible for health insurance benefit on April 1, 2013). If your employment begins on the first day of the month, you will be eligible the same day. North American University does not pay premiums for dependents. Eligible employees are allowed to have their dependents covered under the University group medical insurance plan at their own expense.

Employees cannot make changes to benefits during the fiscal year unless they have a qualifying family status change. These will include situations when

- An eligible employee gets married and would like to add his or her spouse to their policy
- An eligible employee has a new child/adopted child and would like to add him or her to their policy

An eligible employee who declines coverage at the time of the initial enrollment will not be able to enroll and receive the benefits until the next enrollment period which is 12 months after the initial enrollment period unless she has a qualifying family status change. This will include a situation when

- An eligible employee, who declines coverage because he or she was covered by his or her spouses insurance, gets divorced and would like to carry his or her own insurance.

Changes must be made within 30 days of the event with a written documentation supporting the reason for the change.

In case of termination (except for gross misconduct) or change from full time to part time employment, employees may continue to have coverage through Consolidated Omnibus Budget Reconciliation Act (COBRA) at their own expense. Reasons for a dependent spouse to continue coverage under COBRA include the death of the employee, termination of employment, change from full time to part time employment, divorce, legal separation, or the employee becoming eligible for Medicare. If an eligible child becomes ineligible due to any of these same reasons, or due to age requirements that child is also eligible to continue coverage through COBRA.

### 7.3 Optional Vision

North American University offers optional group insurance for vision to be paid by the employee. Employees shall contact the Human Resources Office for current information on optional benefits.

### 7.4 Group Term Life Insurance

North American University offers optional term life insurance to be paid by employees. Term Life Insurance coverage can ease the financial burden brought upon by the death of a family’s primary provider. Accidental Death and Dismemberment can be added and provides benefits in
the event of death or loss of limb resulting directly or independently of all other causes from accidental bodily injury. Employees shall contact the Human Resources Office for current information on optional benefits.

7.5 Disability Coverage

North American University offers optional short term disability coverage to be paid by employees. Short term disability coverage provides a source of income if the employee can’t work because of a covered sickness or off-the-job injury. Employees shall contact the Human Resources Office for current information on optional benefits.

7.6 Social Security and Medicare

The Federal Insurance Contributions Act (FICA) tax is comprised of the Social Security and Medicare taxes that are withheld by federal law. North American University and each faculty member contribute toward Social Security and Medicare taxes.

Social Security taxes fund retirement benefits, benefits for the dependents of retired workers, and benefits for the disabled and their dependents.

The funds received for Medicare are used to provide medical benefits for certain individuals when they reach age 65. Workers, retired workers, and the spouses of workers and retired workers are eligible to receive Medicare benefits upon reaching age 65.

8 GRIEVANCE

8.1 Grievance Policy

A grievance is defined as an unresolved issue concerning the implementation of University policy, procedure, or practice. The attempt to resolve a grievance should normally follow a two stage process; an informal stage first and then, if necessary, a formal stage.

Step 1: Informal Resolution

In many cases, disputes over the implementation or interpretation of a policy can be resolved through communications within a particular department or unit. As such, the first step in the grievance process is to seek an informal resolution. The employee shall attempt to resolve the issue informally within ten (10) business days of the incident’s occurrence. The employee may initiate this step in one of two ways:
a) *Speak with his or her supervisor:* The employee should promptly bring the matter to the attention of the immediate supervisor, explaining the nature of the problem and the relief sought. The supervisor should provide a response within ten (10) business days.

b) *Speak with the Human Resources Office:* If an employee cannot decide whether or not to initiate a grievance or is reluctant to discuss the matter with his or her supervisor, he or she may seek the advice of the Human Resources Office who may seek to resolve the issue. The Human Resources Office should provide a response to the employee within ten (10) business days.

**Step 2: Formal Grievance**

If the matter is not resolved at Step I, the employee may proceed to Step II by submitting a written grievance statement to his or her supervisor or the Human Resources Office no later than five (5) business days after the receipt of the response in Step I. This statement should outline the relevant facts that form the basis of the employee’s grievance, indicating the University policy, procedure, or practice that has allegedly been violated, and stating the resolution sought. The statement should also identify the discussions and response in Step I.

The grievance statement is then forwarded to the President, who appoints a grievance committee no later than five (5) business days after receiving the request. The committee shall be composed of three to five employees. No one with a personal or professional interest in the outcome of the grievance is qualified to serve on the committee. The committee members shall select a chair among themselves.

The committee will meet with the grieving employee, the immediate supervisor, and any other person deemed by the committee to have relevant information about the subject of the reported grievance. All information received and evaluated by the committee is strictly confidential, with the exception of circumstances in which another person or persons outside the committee has a legitimate interest.

The chairperson of the committee will notify the grieving employee in writing of the committee’s final decision within twenty (20) business days after being appointed for the committee.

**8.1.1 Appeal**

Should the grieving employee find the committee’s decision unsatisfactory, he or she has the right to appeal to the President. Within ten (10) business days, the President, or his or her designee will notify the final outcome of the grievance. Such a decision will be final and bind all concerned persons and parties.
8.1.2 Confidential Reporting

It is the responsibility of North American University (NAU) to conduct business within the University policies and procedures. Employees should report any misconduct as soon as possible without fear of retaliation.

The types of misconduct include, but are not limited to the following:

- Any activity that does not conform to professional and ethical conduct published in the University’s official documents such as the employee handbook
- Financial crimes such as fraud, bribery, theft, and etc.
- Criminal offenses which threaten the performance or well-being of any entity related to NAU or its business-related affiliates

Employee may report such incidents through a confidential reporting system, My Safe Campus. Reports may be submitted anonymously via the website www.mysafecampus.com or by calling at 1-800-716-9007. The confidential report will be treated as a formal grievance request and be forwarded to the President, and the procedures explained in Step II will be followed.

Employees may take the grievance directly to a higher authority such as Board of Trustees of NAU, Accrediting Council for Independent Colleges and Schools (ACICS) or Texas Higher Education Coordinating Board (THECB). The contact information for the Board of Trustees can be obtained from NAU website. THECB can be contacted through its website (http://www.thecb.state.tx.us). Contact information for ACICS is:

ACICS
750 First Street, NE Suite 980
Washington, DC 20002

9 FACULTY DEVELOPMENT AND EVALUATION

9.1 Faculty Development

9.1.1 Purpose and Scope

This policy stems from the institution’s philosophy that professional development and continuous learning are necessary to maintain the quality of the University employees and their continued readiness and ability to carry out the mission and goals of the University. This policy fulfills the professional development requirement of the Accrediting Council for Independent Colleges and Schools (ACICS).
9.1.2 Policy
North American University (NAU) supports both career-related and job-related professional development activities and expects its employees to complete their professional development annually.

9.1.3 Definitions
Faculty Development: Institutions are required to establish faculty development plans including both in-service and professional growth activities to enhance faculty expertise. There shall be documented evidence on an annual basis of these development plans and their implementation. For those faculty who are trained in teaching methodology on the postsecondary level and who possess limited related outside employment, the plan should concentrate on content update, e.g., new software, equipment, techniques, etc. Institutions are responsible for demonstrating that these plans are appropriate given each faculty members’ training, education, and related work experience and that they provide the proper mix of in-service training and professional growth based on the academic and experiential background of the faculty. (ACICS-3-1-543)

In-Service Training: Special planned and systematic experiences sponsored by an institution and related to curriculum and instruction that affect the majority of the faculty in a collective fashion. In-service education has as its major goal the updating of teachers in (1) subject matter, (2) curriculum concepts, (3) new theories and techniques of instruction, and (4) new educational media.

Professional Growth: The process by which employees gain knowledge and skills which enhance their expertise. Professional growth may be accomplished through a combination of the following activities: membership and participation in educational associations, professional organizations, continuance of education, concurrent related business experience, educational research, and awareness of current practices and standards. Attendance at seminars, conventions, field visits, vendor shows, equipment exhibits etc. are excellent opportunities for instructors to gain enrichment. Professional writing by an instructor is also an example of professional growth.

9.1.4 Procedures
The faculty and department chairs should jointly discuss faculty development goals, review available opportunities, and determine applicable benefits. Discussions about faculty development goals may occur at any time during the performance review cycle.

Faculty Development Plan

Section 3-1-543 of the ACICS Accreditation Criteria requires institutions to establish faculty development plans including in-service training and professional growth activities to enhance faculty expertise. The plan must be in writing and shall consist of a combination of in-service activities and professional growth activities. There is to be an annual faculty development plan on file for all faculty members, both full-time and part-time.
The evaluation of faculty development is based on the academic calendar. At the beginning of each academic year, department chairs review the faculty development activities completed previous year. Documentation is required to confirm that the faculty have completed the activities listed on his or her plan. After the review of those activities, faculty development plan for the upcoming year is discussed with the department chair.

In-Service Training and Development Opportunities

North American University provides in-service training and professional development opportunities during normal work hours. In general, such courses and programs are considered as actual hours of work. All employees shall attend these training programs to fulfill their professional development requirements.

NAU in-service training and development activities may include but are not limited to:

1. on-the-job training,
2. webinars sponsored by NAU,
3. attendance at
   a. courses
   b. seminars
   c. lectures
   d. meetings
   e. workshops organized by the University

Both full-time and part-time faculty are required to attend at least one of the aforementioned activities each academic year.

Professional Growth Activities

Professional growth may be accomplished through a combination of the following activities:

1. Membership in educational associations and professional organizations,
2. Participation in
   a. continuance of education
   b. concurrent related business experience
   c. educational research
3. Awareness of current practices and standards
4. Attendance at
   a. seminars
   b. conferences
   c. conventions
   d. field visits
   e. vendor shows
   f. equipment exhibits
5. Professional writing
9.2 Faculty Evaluation

North American University conducts regular evaluations both to ensure the faculty members provide the best quality of teaching and services to its student body and to help guide faculty in their professional development and ethical conduct of business. In addition, this review helps identify the areas where the faculty member needs to improve.

The performance of faculty members shall be evaluated annually in Fall semesters by the appropriate department chair, and the results of the evaluation placed in the personnel record of the faculty member. The faculty member shall be given a copy of the evaluation.

The Human Resources Office coordinates annual faculty evaluations. The faculty evaluation form consists of 4 components:

   a. Teaching
   b. Professional Development (research/scholarship)
   c. Service to the Department and the University (including administrative duties, if any)
   d. Ethical Professional Conduct

A Faculty Self-Evaluation is first sent to the faculty prior to the performance review. Upon completion, the Faculty Self-Evaluation is the sent to the Department Chair. The Department Chair completes the faculty evaluation based on data collected that supports each field and personal judgment. The evaluation form, then, should be presented to the faculty member for review with the department chair. The form can also be used for creating professional development goals for the incoming semesters, if needed. Both the chair and the faculty member should sign and date the agreed upon form. Upon completion the signed review should be submitted to the Human Resources Office (HR) by the Department Chair for confidential record keeping. The employee can dispute the evaluation with the HR if he/she feels it is inaccurate.

The annual faculty review may constitute one basis for decisions regarding renewal of contract and promotion.

10 FACULTY LOAD

North American University faculty members have responsibilities in four areas: teaching, research, service, and administrative duties. The scope of the administrative duties and service to the University depend upon the needs of the departments and the University.

10.1 Teaching

Each semester, the department chair monitors faculty load assignments and presents it to the Vice President for Academic Affairs. Faculty teaching load depends on the other departmental and administrative responsibilities of the faculty.
10.1.1 Office Hours

Full time faculty members are expected to maintain six (6) office hours per week, distributed over at least three days. Faculty members shall post their office hours, setting them at times of the day that will be convenient for students to visit.

10.1.2 Syllabus

Faculty members are expected to prepare a syllabus for each course he or she is teaching. Syllabi shall be submitted to department chair during the first week of the academic semester and be distributed to students during the first class session.

A course syllabus should include the following information:

- Course content and objectives
- Weekly schedule
- Required texts
- Method employed in calculating course grade
- Attendance policy
- Office hours and contact information
- Statement of academic honesty
- ADA Policy Statement

Students shall be informed of any changes to the syllabus in a timely manner.

10.1.3 Textbook

Faculty members select course textbooks in coordination with the department chair. The department chair ensures that an adequate number of copies of textbooks will be ordered by the University Bookstore.

10.2 Research

Individual faculty research and scholarly activities are defined by the professional interests of the faculty member. While the scope and nature of faculty scholarship will vary among departments, faculty members are highly encourage to be involved in scholarly activities, individually or collaboratively, which advance the state of knowledge or performance levels of their respective fields. Both the pursuit of new knowledge or techniques and the application of knowledge in creative ways are valued.

10.3 Service

10.3.1 Student Advising

Academic advisement is a very important service responsibility for faculty members. Faculty members are expected to assist students with enrollment, to counsel them about career options, to
provide them information about deadlines and checkpoints, and to monitor their progress through programs. The department chair selects faculty member to serve as advisors.

10.3.2 Standing Committees

Service activities include sponsorship of student organizations, membership on ad–hoc and standing committees, consultation to other areas of the University, and participation in activities which advance the academic programs of the University. Each faculty member is expected to attend faculty meetings regularly.

10.3.3 Professional Activities

Membership in selected professional organizations appropriate to a faculty member’s assignment is highly encouraged. Involvement in professional organizations at local, state, regional, and national levels consists of attendance of meetings, holding offices, and serving on committees.

10.4 Administrative Assignments

These assignments are based upon the needs of the department and the University. Such assignments will be developed cooperatively between the faculty member and department chair.