

6. TENURE

6.1 DEFINITION OF TENURE

Tenure is the right of full-time faculty who hold academic rank to continuous full-time employment with the University without reduction in academic rank until separation from the University as defined in Section 10, Separation, of this Handbook, including such forms of separation as resignation, retirement, medical termination, program reduction, financial exigency, and termination for cause.

6.2. GRANT OF TENURE

Tenure at NKU is granted in accordance with the provisions of the laws of the Commonwealth of Kentucky and the Bylaws of the Board of Regents and is normally granted after satisfactory progress during an appropriate probationary period. Tenure may be granted only by the Board of Regents. Tenure is granted in the department(s)/school(s) to which the faculty member or administrator is assigned at the time tenure is granted, and can be granted only after formal review by that department's/school's RPT committee as specified in Section 3.2.

6.3. PURPOSE OF TENURE

The Board of Regents of NKU grants tenure to full-time faculty members in order to:

- Create an atmosphere favorable to academic freedom and responsibility;
- Provide faculty members reasonable expectation of security so that the University is able to attract and retain a competent faculty; and
- Promote institutional stability by creating a faculty with a strong, long-term commitment to the University.

6.4. ELIGIBILITY

Unless tenure is received with an initial appointment, only full-time, tenure-track faculty who hold probationary appointments are eligible to receive tenure. Non-tenure-track faculty are not eligible to receive tenure.

6.5 CRITERIA FOR TENURE DECISIONS

In order to be eligible for tenure, the faculty member must hold the appropriate terminal degree or its equivalent, and must be judged effective as a teacher, in scholarly and creative activity, and in institutional and public service. The criteria set forth in Section 3.1 and in the department/school and college RPT guidelines shall be applied to applications for grant of tenure.

6.6 PROCEDURE

The procedures specified in Section 3, Evaluation, apply to applications for grant of tenure.

6.7 TIME

Normally a faculty member will be considered for grant of tenure during the faculty member's sixth year of probationary appointment, including University-recognized credit for prior service, upon the faculty member's application. A faculty member may request grant of tenure in a non-mandatory year, and they will be evaluated according to the criteria in Sections 6.5 and 3.1. Denial of tenure in a non-mandatory year is not a basis for non-reappointment.

A faculty member may be allowed to pause the RPT process for up to two years and extend the probationary period under some circumstances with or without taking a full or partial leave of absence by making a formal request to the department chair/school director.

Acceptable reasons for extending the probationary period include, but are not limited to, care for a newborn or adopted child, care for an elder or dependent, and serious and prolonged illness. Other circumstances not mentioned above may be reviewed and the candidate awarded an extension if deemed appropriate by the Provost.

The RPT process may be paused and the probationary period may be extended in one-year increments. An individual may request to extend the RPT process for a second time (for a separate or the same reason as the first request), but the total extension during the probationary period may not exceed two years. If an initial extension is granted, a reduction in productivity during the period of time addressed in the request should not prejudice a subsequent decision regarding the request for a second extension.

Applications for reappointment are reviewed biennially as described in Section 3.2.1. A year in which the RPT process is paused does not count toward a two-year term for reappointment. Thus, the candidate is not required to submit an application for reappointment during a year in which the RPT process is paused.

A formal request in writing must be given to the department chair/school director clearly stating reasons for pausing the RPT process. The application will then proceed to the Dean

and to the Provost. If possible, the request should occur substantially prior to the scheduled submission of the tenure application so that due consideration to the request may be given. Once the application has been submitted, the Chair/Director, Dean, and Provost are asked to review the request as expediently as possible with special regard for the RPT calendar.

Despite the pause of the RPT process and extension of the probationary period, candidates granted an extension are expected to meet only the criteria stated in Sections 6.5 and 3.1. The candidate will continue to participate in the annual review process for merit but not for tenure evaluation. The RPT evaluation following the extension should consider all work submitted by the candidate using the established criteria. The candidate's accomplishments over the extended probationary period should be evaluated as if they had been accomplished in the shorter standard probationary period. The additional time due to the extension should not be a factor in the evaluation. Should a candidate be denied an extension of the probationary period by either the Chair/Director, Dean, or Provost, the appeals process shall follow the guidelines put forward in this Handbook, Section 14, Grievances, as defined in Section 14.3, Complaint Process.

In colleges where there is no department or school, the dean will function as department chair in these processes.

1. FACULTY DEVELOPMENT PROGRAMS

(See also Section 12 for other faculty leaves.)

11.1 SABBATICAL LEAVES (no changes)

11.2. FACULTY SUMMER FELLOWSHIPS

11.2.1. PURPOSE

Faculty summer fellowships provide funds to support professional development during the summer months. The following are examples of the types of activities that may qualify the applicant for a faculty summer fellowship:

- Improving teaching skills;
- Individual research;
- Scholarly writing;
- Creative and artistic projects;
- Preliminary studies and literature searches; and
- Attending seminars or courses related to one's field or professional work.

11.2.2. ELIGIBILITY FOR FACULTY SUMMER FELLOWSHIPS

Full-time and part-time tenure-track or tenured faculty may apply for a faculty summer fellowship. A faculty member who receives a faculty summer fellowship will not be eligible to receive another faculty summer fellowship until the third summer following the prior fellowship. A faculty member who will receive a terminal contract is not eligible to receive a faculty summer fellowship.

11.2.3. TERM OF THE FELLOWSHIP

The duration of the summer fellowship is two months, usually between June 1 and July 31. The time window may be shifted so that it starts as early as the Monday following spring commencement or ends as late as two Fridays before the start of fall classes.

11.2.4. STIPEND OR REASSIGNED TIME

All recipients on an academic-year contract will receive the same stipend in a given summer. Each year the provost, after consultation with the Faculty Benefits Committee, will announce the exact amount of the stipend for faculty summer fellowships prior to the application deadline.

Recipients on academic-year contracts will receive 90 percent of their stipends near the beginning of the term of the fellowship, normally during the first week in June. The

remainder of the stipend will be paid only after the reporting requirements have been completed.

All recipients who are on a fiscal-year contract will receive 100 percent reassigned time for two months during the summer of the fellowship in addition to accrued vacation time. They shall continue to receive their regular salary during this reassigned time.

11.2.5. CONDITIONS

Faculty summer fellowships are not awarded to enable faculty to complete degree requirements. Recipients of faculty summer fellowships will not teach any summer courses or perform any other paid duties for the University during the term of the fellowship. Exception: a recipient on an academic year contract may take part in isolated service activities for which he/she receives a small stipend, such as assisting with summer advising sessions or contributing a few hours to a summer camp, provided that the recipient extends the duration of the fellowship by one day for each extra service activity and receives confirmation in advance from the the chair of the Benefits Committee.

Recipients of faculty summer fellowships must agree to return to the University for a minimum of one academic year following the fellowship or to repay the University the full amount of the fellowship stipend. Recipients of faculty summer fellowships must comply with the University's outside-activity guidelines during the term of the fellowship.

In addition to the fellowship-reassigned time, a recipient on a fiscal-year contract is entitled to one month of vacation between mid-May and mid-August.

If, between the awarding of a fellowship and the funding or beginning of the fellowship, intervening circumstances prevent the recipient from fulfilling the terms of the fellowship or the University from funding the fellowship, the University is not obligated to fund the fellowship.

11.2.6. REPORTING

No later than September 1, the faculty member shall submit a report summarizing what she/he accomplished on the faculty summer fellowship to the Office of the Provost. The report should consist of an approximately 250-word abstract outlining the major accomplishments, a one to two page extended overview of the fellowship and a photo of the faculty member or of their work appropriate for publication. The Office of the Provost will disseminate to the department chair (or other appropriate supervisor), to the dean of the faculty member's college, and to the chair of the Faculty Benefits Committee. A copy of the report will be placed in the faculty member's personnel file

maintained in the Office of the Provost.

11.2.7. PROCEDURES

The procedures set forth in Section 11.4, Application and Procedure, apply to applications for faculty summer fellowships.

11.3. FACULTY PROJECT GRANTS

11.3.1. PURPOSE

Faculty project grants are awarded to provide funds to pay expenses, purchase equipment, and to cover other financial needs for sabbatical leaves, faculty summer fellowships, and for other instructional, scholarly, and creative activities where financial support is not available through department budgets. Availability of department funds should be communicated by department chairs or program/school directors as part of their evaluation of the application.

11.3.2. ELIGIBILITY FOR FACULTY PROJECT GRANTS

Full-time **and part-time** tenure-track or tenured faculty may apply for a faculty project grant. A faculty member who will receive a terminal contract is not eligible to receive a faculty project grant.

11.3.3. AWARD

Normally the maximum amount for a faculty project grant will be the amount of a faculty summer fellowship. Especially worthy projects, however, may be funded with additional amounts. Grant funds will be made available on May 1 of the calendar year in which the award is made and must be spent before June 30 of the following calendar year.

11.3.4. LIMITATIONS

No salary or honorarium may be paid to any full-time faculty member from grant funds. Projects leading to completion of a terminal degree and student projects will not be funded.

All property, including equipment and art works, purchased with faculty project grant funds becomes the property of Northern Kentucky University. The provost will make the final determination of assignment of all property purchased with grant funds.

11.3.5. GRANT ADMINISTRATION

11.3.6.1. ADMINISTRATION AND ACCOUNTING

The Office of the Provost will coordinate administration and accounting for the grant. All expenditure authorizations must be approved prior to disbursement. The Office of the Provost will provide information and assistance in complying with regulations of the University and the Commonwealth of Kentucky.

11.3.6.2. FISCAL PROCEDURES

University fiscal policies and procedures are subject to change. Recipients of faculty project grants are expected to check with Office of the Provost to insure adherence to current practices.

11.3.6. FINAL REPORT

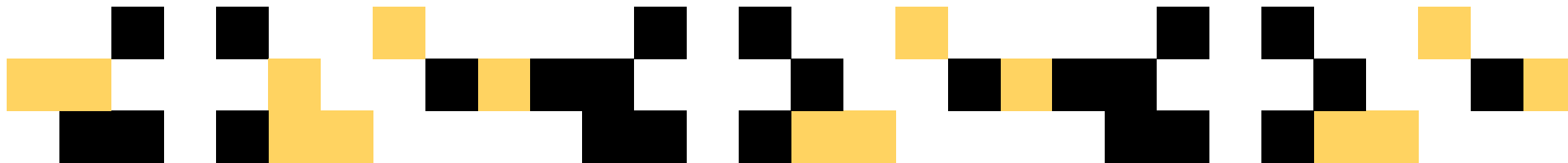
Upon completion of the grant, the faculty member will submit a report to the Office of the Provost. The report should consist of an approximately 250-word abstract outlining the major accomplishments and completed goals, a one to two page extended overview of the project grant, and a photo of the faculty member of their work appropriate for publication. The Office of the Provost will disseminate the report to the department chair or other appropriate supervisor, the appropriate dean, and the chair of the Faculty Benefits Committee. A copy of the report will be placed in the faculty member's personnel file maintained in the Office of the Provost.

11.3.7. PROCEDURES

The procedures set forth in Section 11.4, Application and Procedures, apply to applications for faculty project grants. If, between the awarding of the faculty project grant and the funding or initiation of the project, there are intervening circumstances that would prevent the recipient from completing the project or prevent the University from funding the project, the University may revoke the grant.

Student Success by the Numbers

A Conversation about How to
Measure the Progress of SBD



What has
happened so
far...



SBD Planning Process Fall 2018

- Campus Engagement
- Student Success, Three Pillars



SBD Framework Spring 2019

- Initiative Development
- Campus Engagement
- Innovation Challenge

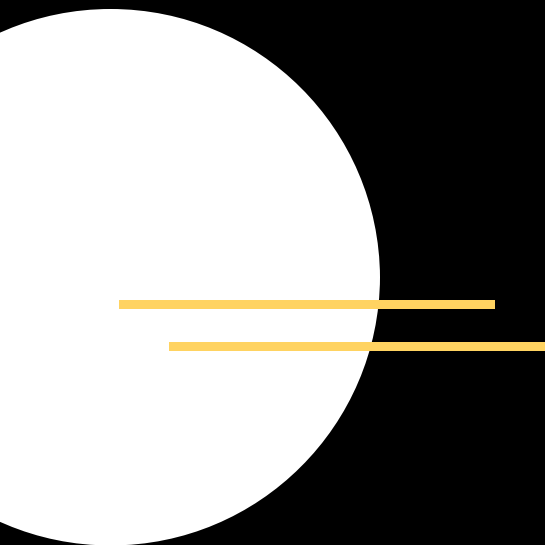


First Five Initiatives Spring 2020

- Implementation Teams
- 3 Waves of Projects



COVID-19



Development of the First Five Initiatives

SUCCESS BY DESIGN



ACCESS

1

THE FIRST FIVE INITIATIVES

NKU will examine and re-envision NKU's use of institutional aid dollars, non-tuition fees and expenses, to support our enrollment and persistence goals and improve affordability.

2

NKU will strengthen and expand critical PK-14 (high school and transfer) pipelines to NKU with special emphasis on regional schools (River City, CPS, Gateway, Cincinnati State, etc.).

3



COMPLETION

NKU will provide coordinated and intentional support for all students through collaborations between key student service areas, enhancing current programming and services and maximizing the use of EAB Navigate and other technology tools. (Phase 1: first-year freshmen and transfer students).

4

NKU will ensure that the curriculum and degree pathways are aligned with national best practices and regional workforce needs, inclusive of co-curricular and experiential experiences and other High Impact Practices.

5



CAREER &
COMMUNITY
ENGAGEMENT

NKU will catalyze a prosperous, equitable and inclusive regional ecosystem through economic development and entrepreneurship, with an emphasis on talent development, research and innovation in technology, health and logistics.

**Is Our Original Plan Still Possible?
Is There Another Way?**



MOVING SBD WORK FORWARD

DEPARTMENTAL OR
UNIT WORKPLANS

FOUR INSTITUTION
WIDE PROJECTS

SUCCESS
BY DESIGN

METRICS

You can't improve what you don't measure!

Metrics will focus the campus and community on problem areas that need to be addressed or areas we would like to advance during this strategic cycle.

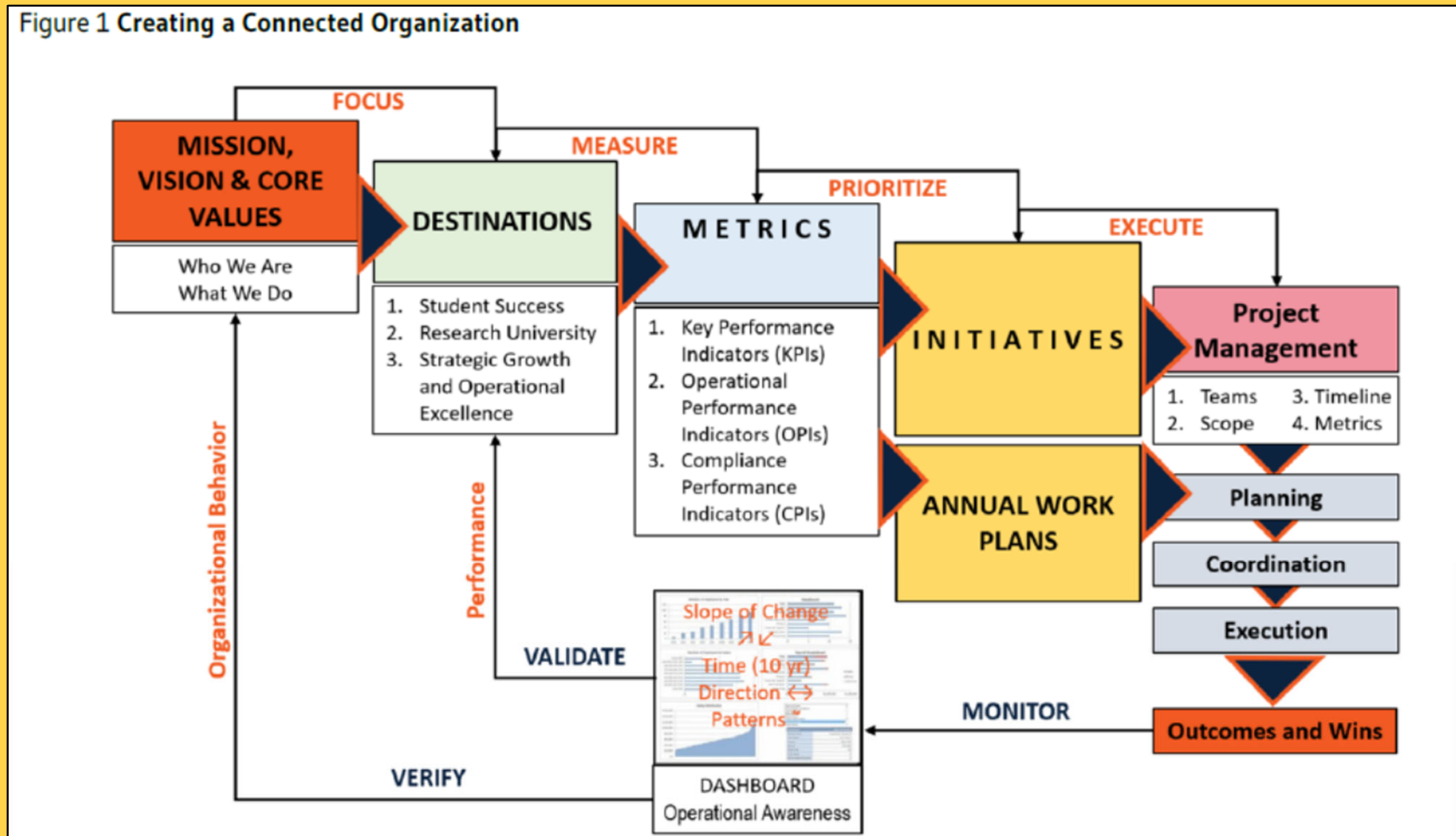
Measure what you value!

The selected metrics will communicate to our stakeholders what we think is important and where we have been successful.

Metrics help direct institutional efforts around specific outcomes and prioritize projects in order to focus resource allocation.

The Role of Metrics in SBD

Where Metrics Fit within Strategic Planning



Saygin, C. (2019). KPIs Drive Strategic Planning and Execution and Feedback Steers the Institution in the Right Direction, *Planning for Higher Education*, 47(4), 10-20.

6 Guideposts used when Selecting SBD Metrics

Metrics should tell a story of what NKU thinks is important in this strategic cycle

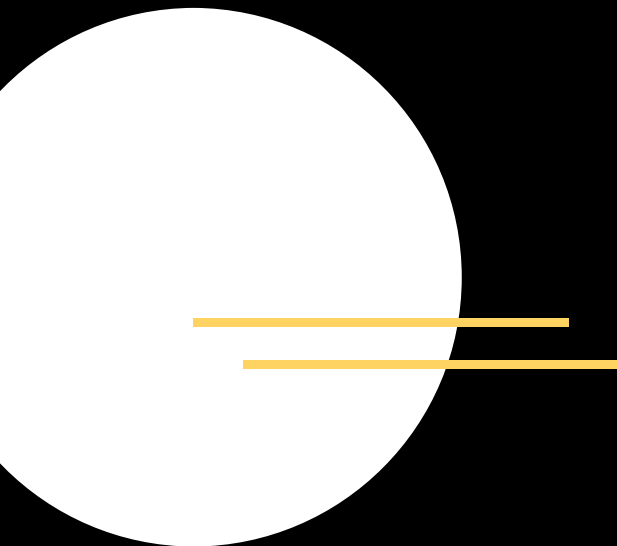
Metrics need to represent the DEI focus that was embedded in the SBD framework

The *Objectives* or *Themes* identified in the framework should have corresponding metrics

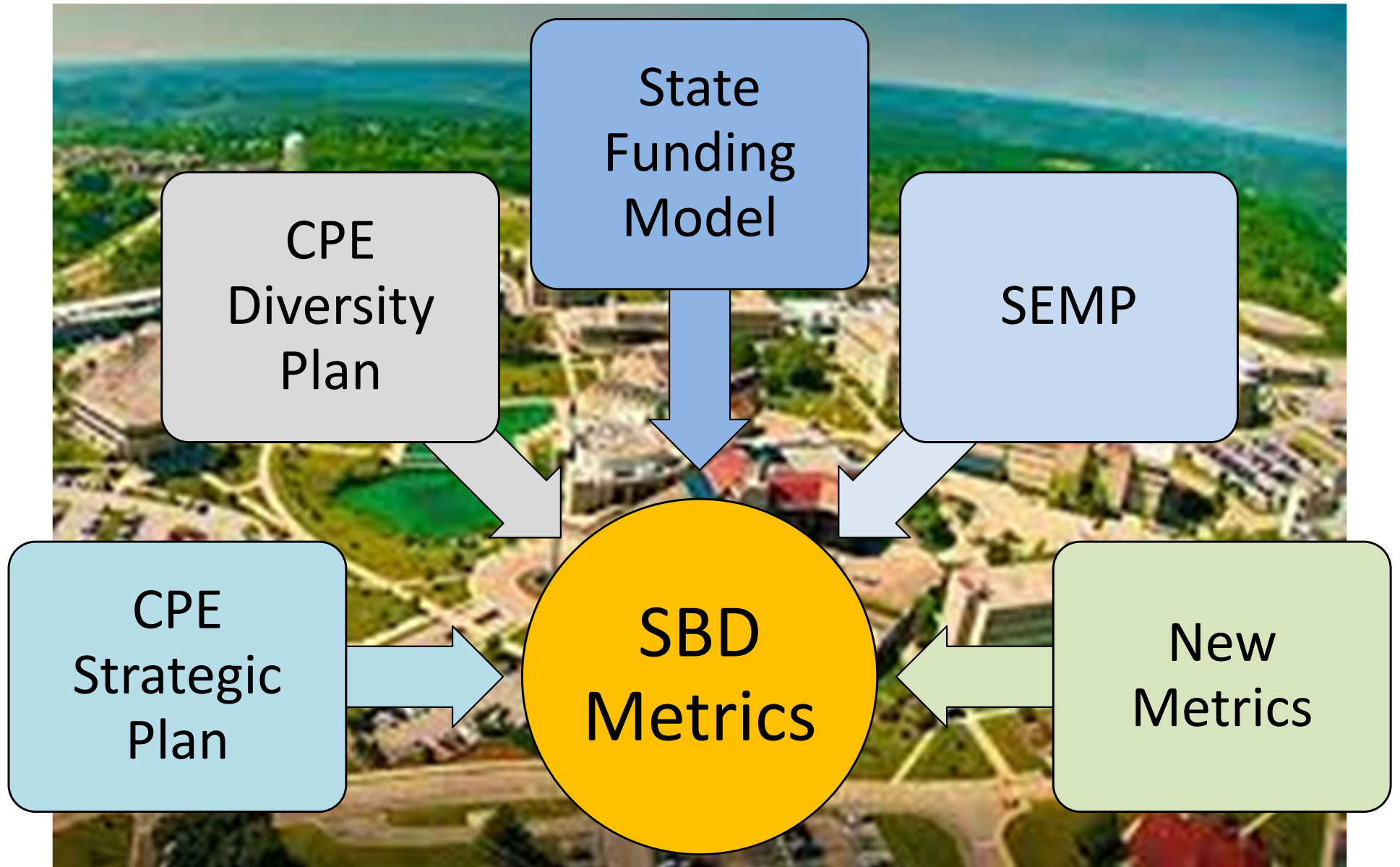
The metrics will need a public or semi-public Dashboard, Display, or annual report to show progress

Should only have a limited number of metrics, and need campus feedback on ones the proposed

SBD is an institutional plan, and should integrate work that is already being done around performance



Integrated Planning



SBD Pillars, 1st Five Themes, Metrics, and Integration

Pillar	1st Five Theme (SBD)	CPE Strategic Plan	CPE Diversity Plan	Perform. Funding Model	SEMP	NKU Diversity
Access (5 Measures)	Pipeline (3 Metrics)	X	X	S	X	X
	Affordability (2 Metrics)	X		S		
Completion (6 Measures)	Curriculum and Coordinated Care (6 Metrics)	X	X	S	X	X
C&CE (3 Measures)	Entrepreneurship and Innovation (3 Metrics)	X		S		



Access: Pipeline (3 Measures)

DRAFT Metric	Definition
Fall Yield Rate for Overall incoming students	This can track the number of students and yield rates. This can start with applications, through admits, and finally enrollment (separate breakouts for URM, SBS, and First Generation)
P12, CC, and Community Engagement	Expand outreach and partnerships with P-12 schools, community colleges, non-profits, and business/industry to increase educational opportunities that serve the needs of both students and the community.
Fall Enrollment Proportion by student level (UG, Grad, Online)	These can focus on undergraduate, graduate, and Online enrollments. Then can look at the proportion of various sub-groups (separate breakouts for URM, First Generation, Low Income)



Access: Affordability (2 Measures)

DRAFT Metric	Definition
Net Price	Average net price is generated by subtracting the average amount of federal, state/local government, or institutional grant and scholarship aid from the total cost of attendance for In-state first time, full time students.
Unmet Need	This is the net price (from previous metric) after subtracting EFC (or SAI) and loans. This is the expected out-of-pocket expenses for a student to attend.



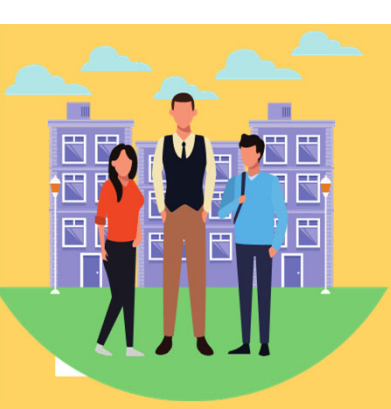
Completion: Curriculum and Coordinated Care (6 Measures)

DRAFT Metric	Definition
Sense of Belonging/ Culture of Service	(Part 1) Design a welcoming and desirable NKU experience to create a sense of belonging for all students. (Part 2) Enhance the culture of service-orientation that respects the realities of our students' lives and provides consistent, responsive care, and support across all areas with special emphasis on wellness, advising, financial aid, and career preparation.
Overall Retention and Opportunity Gaps	Cohort-based retention rate of first-time, full-time, bachelor-degree-seeking students entering in the fall semester (or entering in the summer) and returning for the second fall (separate breakouts for URM, First Generation, SBS, and Low Income).
Overall Graduation Rate and Opportunity Gaps	Percent of first-time, full-time, bachelor-degree-seeking students entering in the fall semester (or entering in the summer and returning in the fall) who graduate with a bachelor's degree within six years from their fall term of entry (separate breakouts for URM, First Generation, and SBS, Low Income).



Completion: Curriculum and Coordinated Care (6 Measures) cont.

DRAFT Metric	Definition
Overall Persistence and Opportunity Gaps	Percent of student populations that persist from one term to the next (less those who graduate). This could be Fall to Spring, Fall to Fall, or Spring to Fall (separate breakouts for UG Degree Seeking, URM, First Gen, Low Income, Graduate, all Online.
Degrees and Credentials Conferred	Total number of degrees awarded during a year (summer, fall, and spring). Might need to consider if we include credentials or just maintain degrees. (separate breakouts by Undergrad, Grad, FG, LI, Transfers, Adult, URM, International, others)
Credit Hours to Degree	Tracking the number of Earned Credit Hours for students earning a bachelor's degree (Undergrad and Grad with separate breakouts for Transfers, URM, LI, First Gen)



Career and Community: Entrepreneurship and Innovation (3 Measures)

DRAFT Metric	Definition
Experiential Learning Opportunities	Internships, Co-ops, clinicals, or teaching experiences for student graduating with bachelor's degree. May need to add some HIPS data (service learning, research with faculty, campus employment, or even volunteering activities). Need breakouts for URM, LI, FG students .
Global Competence	This objective is supposed to be an indicator that Creativity, Global Awareness, Cultural Competence, Data Literacy are hallmarks of NKU's undergraduate experience.
Post Graduation Outcomes	Career placement Indicator. Not a real comprehensive indicator for NKU at this point, with response rates less than 20%. Breakouts for URM, LI, and FG students.

Questions?

