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NAVAJO TECHNICAL UNIVERSITY

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FACULTY HANDBOOK

Adopted by the Navajo Technical University

Board of Regents

September 2022

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SECTION I

INTRODUCTION

The function of the Navajo Technical University (NTU) Faculty Handbook is to make available information about duties, roles, and expectations for faculty members. It corresponds with the policies and procedures in the NTU Employee Handbook, General Catalog, and Student Handbook. The Faculty Handbook should be reviewed biennially.

HISTORY

Navajo Technical University is a tribally controlled university that offers GED diplomas, certificates, associate degrees, baccalaureate degrees, and master's degrees located in Crownpoint, Navajo Nation (New Mexico). Navajo Technical University was established in 1979 as Navajo Skills Center by the Navajo Nation Tribal Government to help obtain labor skills for Navajo people. At that time, one-year certificates were offered in carpentry, pipefitting, plumbing, and welding. In 1988, the college was renamed Crownpoint Institute of Technology (CIT). By an Executive Mandate in 1994, NTU was designated a Land Grant Institution; this status has led to rapid expansion of the NTU's facilities and services as well as to its increasing influence in the academic community.

In 2003, the North Central Association (NCA) awarded Candidacy for Accreditation to CIT. In 2005, the Higher Learning Commission (HLC) awarded full accreditation to CIT which opened the opportunity for NTU students to transfer their credits to four-year institutions. In 2006, the Navajo Nation Council amended CIT's enabling legislation and changed its name to Navajo Technical College. Then in 2013, the Council amended the enabling legislation again and changed its name to Navajo Technical University. Since 1979 the institution has grown significantly and now offers two-year degrees in Accounting, Computer-aided Drafting, Building Information Modeling (BIM), Culinary Arts, Energy Systems, Early Childhood, Environmental Science, Information Technology, Nursing, Law Advocate, Veterinary Technician, Public Administration, and Geography Information Systems.

Navajo Technical University started its first baccalaureate program, a Bachelor of Science in Information Technology, in January of 2011. In February 2012, NTU's first baccalaureate degree program in Engineering (Industrial Engineering) was approved by the HLC. Additionally, Navajo Technical University has launched other baccalaureate degree programs: Environmental Science; Creative Writing and New Media; Diné Culture, Language and Leadership; and ~~Electronics and Computer~~ Advanced Manufacturing Engineering Technology, Animal Science, Biology, Business Administration, Hotel and Restaurant Administration, Early Childhood, Mechanical Engineering, Environmental Engineering, and Electrical Engineering. NTU now offers a Master of Arts degree program in Diné Culture, Language and Leadership, and a Master of Science degree in Management Information Systems. Navajo Technical University has its main campus in Crownpoint, New Mexico. Its other four instructional sites are in Chinle and Teec Nos Pos, Arizona, and in Kirtland and Zuni, New Mexico.

Navajo Technical University is accredited by the Higher Learning Commission (HLC). HLC is an independent corporation that was founded in 1895 as one of six regional institutional

accreditors in the United States. HLC accredits degree-granting post-secondary educational institutions in the North Central region that include New Mexico and Arizona.

MISSION STATEMENT

Navajo Technical University honors Diné culture and language, while educating for the future.

VISION STATEMENT

Navajo Technical University provides an excellent educational experience in a supportive, culturally diverse environment enabling all community members to grow intellectually, culturally, and economically.

PHILOSOPHY STATEMENT

Through the teachings of Nitsáhákees (thinking), Nahátá (planning), Íina (implementing), and Siihasin (reflection), students acquire quality education in diverse fields, while preserving cultural values and gaining economic opportunities.

Bitsé Siléí (CORE VALUES)

The NTU core values are in addition to its mission, vision, and philosophy statements, and help guide the university's day-to-day operations. They apply to students, faculty, staff, and the board of regents, and help us achieve our intended goals.

1. Íhoo'aah: Learning - We are passionate about knowledge and continue to learn throughout our lives. We pursue new experiences and ways of thinking. We appreciate that much of our learning will occur by interacting with others, inside and outside of the classroom.
2. Éédééhtį: Innovation - We encourage and support our faculty, staff, and students in all forms of scholarship, including the discovery of knowledge in teaching and learning, and in developing innovative products and processes.
3. Ałk'izhdiitį: Communication - We strive to practice honest and open exchanges of ideas in an environment where encouragement serves as the basis for our communication.
4. Ahiłna'anish: Collaboration - We work together towards the common goals of the university and our larger communities, while valuing teamwork, participation, and a wealth of ideas.
5. 'Adiłjidłį: Integrity - We seek to reflect integrity by upholding the highest ethical standards in personal and professional behavior, and in our commitment to transparency and accountability.
6. Ałhidilzin: Respect - We strive to be a community that appreciates the gifts and unique contributions of each person. We honor the Navajo way of life while also welcoming diverse perspectives.
7. Na'alcaah: Research - We create new knowledge that benefits the Navajo people and all human beings through ethical research practices

SECTION II

PURPOSE OF FACULTY HANDBOOK

The Faculty Handbook represents University governance policies affecting faculty rights. The Faculty Congress places vital importance on an effective shared governance relationship that requires continuing consultation between the Faculty Congress, the President of NTU, the Provost, and the NTU Board of Regents. It is the position of the Faculty Congress that substantive changes to this handbook should be reviewed and recommendations of the Faculty Congress be considered by the NTU Board of Regents prior to adoption.

SECTION III

FACULTY GOVERNANCE

FACULTY CONGRESS OF NAVAJO TECHNICAL UNIVERSITY

1. The Board of Regents of Navajo Technical University adopted the Constitution of the Faculty Congress of Navajo Technical University that established the Faculty Congress of Navajo Technical University. The Constitution of the Faculty Congress sets forth the purposes, powers, membership, meeting procedures, and organizational structure of the Faculty Congress that include officers, faculty executive committee, and listing of the standing committees of the Faculty Congress.
 - a. Purpose. The Faculty Congress was established (1) to ensure the representation of members of the faculty in the governance of the University, and (2) to ensure the maintenance of academic and procedural standards. (Section II, Constitution of Faculty Congress of NTU).
 - b. Powers. The Faculty Congress is empowered to do the following:
 - i. To act as a coordinating body to establish mutually satisfactory academic goals and standards among the various University schools and departments.
 - ii. To be consulted as either a whole body or in appropriate committees on all policies, proposals, and problems of faculty concern, including such matters as the creation of new schools, new departments, and new campuses or instructional sites.
 - iii. To initiate consideration and recommendation on any matter of faculty concern that may include:
 - a. Formulation of institutional long-range plans, goals and strategies.
 - b. Curriculum development and outcomes assessments.
 - c. Academic standards and policies regarding admission, graduation, and scholastic performance.
 - d. Development and use of instructional technology.

- e. Faculty grievance that shall include the administration of faculty academic freedom grievance procedures.
 - f. Organization of NTU's instructional services.
 - g. Student advisement and retention.
 - h. Faculty salaries, fringe benefits and leave.
 - i. Administrative support of NTU's instructional mission.
 - j. Faculty handbook and regulations.
 - k. Faculty professional development.
 - l. Conducting academic research.
 - m. Providing advisement to students.
 - n. Mentoring students for graduation success.
 - o. Participation in professional services.
 - p. Participation in community services as part of academic work.
 - q. Publishing of research work.
- iv. To provide communication between the University Administration and University faculty.
 - v. To collaborate with the University Administration in the development of recommendations, affecting the academic welfare of the University, to the NTU President for submission to the NTU Board of Regents for approval. (Section III, Constitution of Faculty Congress of NTU).
- c. Meetings. Faculty Congress Meetings will be held:
 - i. During the Orientation Week for Fall and Spring.
 - ii. Monthly, during the Fall and Spring semesters. Date and time of meetings will be determined by the Faculty Congress Executive Committee.

STANDING COMMITTEES OF THE FACULTY CONGRESS

1. The Standing Committees of the Faculty Congress, established at Section VI.3 of the Constitution of the Faculty Congress of NTU, consist of the following:
 - a. Student Learning Committee
 - b. Program Review Committee
 - c. Undergraduate Curriculum Committee
 - d. Graduate Curriculum Committee
 - e. Faculty Promotion Appeal Committee
 - f. Online Education Committee
 - g. Ad Hoc Committees
 - h. Intervention & Grievance Advocate
2. Definition. "Standing Committees" shall be defined as subordinate units of the Faculty Congress established for the following purposes:
 - a. To develop policy recommendations within their assigned responsibilities. These recommendations shall be presented in the form of reports.
 - b. To review and evaluate existing University policies and programs within their assigned responsibilities. These reviews and evaluations shall be presented in the

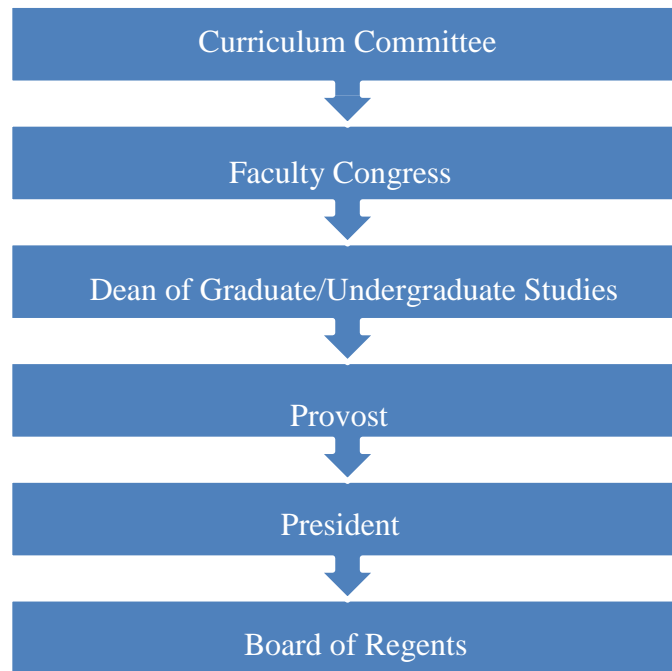
form of reports.

- c. To provide advice on operations and implementation of existing policy within their assigned responsibilities. If such advice is provided directly to the University administration, detailed summaries of advice rendered shall be immediately reported to the Faculty Executive Committee.
3. Duties. Standing Committees shall:
- a. Meet at least once every semester or as necessary
 - b. Elect annually from among its members the Chair of each Committee during the first Fall semester meeting of the Committee. If everyone declines, they shall be appointed by the Faculty Congress and the Dean of Undergraduate Studies
 - c. Exercise their powers and duties as provided herein and in the Constitution of the Faculty Congress
 - d. Keep and distribute minutes of all meetings. Two copies of all minutes, together with all relevant documents, shall be filed with the President of the Faculty Congress who shall make them available to inquiring faculty members. One copy of all minutes and relevant documents shall be filed with each of the following: the Faculty Executive Committee, Dean of Undergraduate Studies and the NTU President.
 - e. Prepare and submit an annual report to the Faculty Congress by May 31st of each year, and such other reports as may be necessary. The annual report shall include Committee accomplishments and Committee recommendations for the following year.
 - f. Conduct their meetings using the latest edition Robert's Rules of Order as a guideline in their deliberations.
4. **Student Learning Committee.** The Student Learning Committee shall consist of members of the Faculty Congress who self-select and are appointed by Faculty Congress leadership, with consultation by the Provost and Dean of Undergraduate Studies. The purpose of the committee is to promote optimal student learning and development at Navajo Technical University through planning, assessment, and reporting processes based on Diné Philosophy of Education, accreditation criteria, and best practices. The committee oversees program assessment, general education assessment, and co-curricular activities assessment.
5. **Program Review Committee.** The Program Review Committee shall consist of members of the Faculty Congress who self-select and are appointed by Faculty Congress leadership, with consultation by the Provost and Dean of Undergraduate Studies. Other members represent Career Services, Finance, Human Resources, Institutional Research, Operations and Student Learning. The purpose of the committee is to promote systematic review and evaluation of academic programs at Navajo Technical University. Program review is central to Navajo Technical University's mission, planning, academic programming, and continuous improvement.

6. Undergraduate Curriculum Committee. The Undergraduate Curriculum Committee shall consist of five members of the Faculty Congress, who self-select and are appointed by the Dean of Undergraduate Studies for two-year terms. The Curriculum Committee shall have the following functions:
- a. Review and revise, if necessary, proposed curriculum submitted by a school, department or program for general education compliance, and make recommendations regarding the proposed curriculum to the school, department or program for eventual submission to and approval by the Faculty Congress, Dean of Undergraduate Studies, Provost, NTU President, and Board of Regents.
 - b. Aid in the development of new courses or programs to meet the needs or demands of the school, the Navajo Nation, and local employment.
 - c. When aiding with course credits, documentation from the Registrar needs to accompany the curriculum before submission.
 - d. Aid in the revision of existing curricula to facilitate compliance with updated environmental scans and industry standards.

Curriculum Committee Procedures

The curriculum approval process is summarized by the flowchart below.



The Curriculum Committee will send a memorandum to the faculty informing them of the new or revised curriculum. The new or revised curriculum will be sent to the Higher Learning Commission (HLC) for approval and then to the Department of Education (DOE) for federal funding approval.

7. Graduate Curriculum Committee. The Graduate Curriculum Committee shall consist of five members of the Faculty Congress, appointed by the Dean of Graduate Studies for two-year terms. The Graduate Curriculum Committee shall have the following functions:
 - a. Review and revise, if necessary, proposed curriculum submitted by a school, department or program for general education compliance, and make recommendations regarding the proposed curriculum to the school, department or program for eventual submission to and approval by the Faculty Congress, Dean of Graduate Studies, Provost, NTU President, and Board of Regents.
 - b. Aid in the development of new courses or programs to meet the needs or demands of the school, the Navajo Nation, and local employment.
 - c. When aiding with course credits, documentation from the Registrar needs to accompany the curriculum before submission.
 - d. Aid in the revision of existing curricula to facilitate compliance with updated environmental scans and industry standards.

8. Faculty Promotion Appeal Committee. The Faculty Promotion Appeal Committee shall consist of five (5) members. The members of the Committee shall be a University Administrator appointed by the NTU Provost, a member of the Faculty Congress from a branch campus or instructional site appointed by the NTU Provost, and two members of the Faculty Congress elected by the Faculty Congress and one Department Chair. The Committee members shall serve two (2) year terms. The election of the Faculty Congress members shall be conducted during the first Fall semester meeting of the Faculty Congress. The Faculty Promotion Appeal Committee shall have the following functions:
 - a. Conduct an informal hearing to consider the appeal by a member of the Faculty Congress regarding a decision related to their academic ranking. The committee will present their recommendation to the Dean of Undergraduate Studies and Provost. The decision of the Dean of the Undergraduate Studies and Provost regarding the Committee's recommendation shall be final.
 - b. Factors to be considered by the Committee:
 - i. Although the appellant may not meet the ranking requirements, determine if the appellant has excelled in developing their program that justifies promotional recognition by the NTU President and Board of Regents.
 - c. Although the appellant has acquired a Master's degree, determine if the appellant has achieved an extraordinary publication record in his/her field and/or has developed a national or international reputation that justifies promotional recognition by the NTU President and Board of Regents to the ranking of Assistant Professor or Associate Professor.
 - d. Determine if the appellant has provided extraordinary service to the Navajo Nation community, extraordinary accomplishment on behalf of the University, and/or extraordinary research of benefit to the University and/or the Navajo Nation that justifies promotional recognition by the NTU President and Board of Regents.
9. Online Education Committee. The Online Education Committee shall consist of three (3) members of the Faculty Congress, appointed annually by the Dean of Undergraduate Studies. One member of the Committee shall be the E-Learning Director. The Online Education Committee shall have the following functions:
 - a. Review and recommend changes to the online education policies and procedures as deemed necessary.
 - b. Review the course syllabi of online courses and recommend changes as deemed necessary with the approval of the curriculum committee.
10. Ad Hoc Committees. These Committees will be established by the NTU Board of Regents for a specific task upon the recommendation of the Faculty Executive Committee and/or the NTU Provost.
11. Intervention & Grievance Advocate. The Intervention & Grievance Advocate shall be a member of the Faculty Congress, appointed by the Executive Committee for a two-year

term. Their functions shall include:

- a. Providing guidance on all university matters to faculty members, ~~staff and students~~.
- b. Assisting faculty members, ~~staff and students~~ with procedural or administrative matters.
- c. Intervening on behalf of faculty members, ~~staff and students~~ in resolution of non-contractual matters. Grievances related to contractual issues are addressed in the Employee Handbook and handled by the Human Resources Department.

The Intervention & Grievance Advocate serves as an advisor, hearing faculty concerns and relaying them to the administration. The Advocate is not empowered to make binding administrative decisions.

UNIVERSITY COMMITTEES

University committees are established to deal with administrative policies, procedures, and issues pertaining to a variety of university-wide programs, activities, and services. Each Committee has a specific charge and responsibility. Committee members are appointed to reflect the Committee's purpose. The purpose, membership and duties of the Academic Excellence Committee, Committee for Institutional Effectiveness, Professional Development Plan Committee, Institutional Review Board, Grievance Committee, and Housing Committee are determined and assigned by the NTU President, Dean of Undergraduate Studies, Dean of Graduate Studies, or the Provost.

FACULTY DISCIPLINE AND GRIEVANCE PROCEDURE

The Navajo Technical University Employee Handbook shall govern faculty discipline and grievance procedure. (See grievance section of the NTU Employee Handbook).

SECTION IV

UNIVERSITY ORGANIZATION

A. ORGANIZATION OF NAVAJO TECHNICAL UNIVERSITY

Navajo Technical University is governed by a six (6) member Board of Regents. Five (5) members are appointed from each of the five (5) agencies of the Navajo Nation which consist of Eastern Agency, Fort Defiance Agency, Chinle Agency, Western Agency and Northern Agency. The Navajo Technical University Student Senate President serves as a member of the Board by virtue of his/her office.

The President is the chief administrative officer of the University and reports to the Board of Regents. The Provost oversees the daily operations of the University and reports to the

President. The Dean of Undergraduate Studies supervises the academic programs. The Dean of Graduate Studies supervises advanced academic programs.

B. SCHOOLS

Navajo Technical University is organized into the following eight schools:

1. School of Engineering, Math and Technology
2. School of Science
3. School of Applied Technology
4. School of Business
5. School of Arts and Humanities
6. School of Diné Studies
7. School of Graduate Studies and Research

C. SCHOOLS CHAIRS FOR UNDERGRADUATE STUDIES

A qualified Chair for each Undergraduate School shall be elected by the School's faculty, if no one wants the position it will be appointed by the Dean of Undergraduate Studies within each school, subject to the approval of the NTU Provost. Each Chair serves a term of two (2) years. A Chair must be a member of the Faculty Congress from his/her School, and have at least earned a master's degree or certification as in the trades or otherwise qualified. Chairs will perform the following functions:

1. Ensure that faculty members order books for all of their classes on time.
2. Avoid class scheduling conflicts.
3. Ensure syllabi from all the faculty, including adjuncts, teaching in their Schools are submitted to the Registrar on time.
4. Make sure that each faculty member in their Schools conducts course assessment, program assessment, and General Education assessment.
5. Submit an annual budget for each program in their Schools to the Finance Director by the deadline date set by the Finance Director.
6. Ensure that timesheets for all faculty in their Schools are submitted on time.
7. Ensure that each faculty member in their Schools posts class schedule and office hours on his/her door.
8. Conduct monthly meetings for the faculty in their department.
9. Order supplies for their department and sign purchase requisitions before entering into Jenzabar.
10. Submit quarterly report in September, December, March, and May to the Dean of Undergraduate Studies.
11. Submit brief information about their department to the webmaster for updates on the NTU Web site.
12. Ensure that each faculty member (full-time/adjunct) teaching in their Schools takes

- attendance in every class and submits it to the Registrar on Friday of each week.
13. Encourage faculty in their respective schools to recruit students for their various programs from local high schools and require documentation of the visit from each school.
 14. Conduct a performance evaluation for each faculty member by visiting their classrooms.
 15. Review the end-of-semester course evaluation results for each faculty member.
 16. Perform other duties as assigned by the Dean/Provost.

Subject to availability of funds, each School Chair will receive a stipend per semester upon satisfactory completion of the duties listed above, which will be discussed prior to the Chair signing the school contract.

Summer Duties for Department Chairs

Department Chairs will perform the following duties during the summer:

- i. Advise students on academic issues.
- ii. Attend Advisement Training.
- iii. Help with NTU recruitment effort.
- iv. Compile annual assessment reports for all programs in your departments.
- v. Order supplies and equipment for the fall semester.
- vi. Help with the Higher Learning Commission (HLC) accreditation and monitoring reports.
- vii. Submit department updates to the Webmaster.
- viii. Attend Department Chair meetings that are scheduled by the Dean/Provost
- ix. Submit work schedule for 16 hours per week.

ASSOCIATE CHAIR FOR THE SCHOOL OF ENGINEERING, MATH, AND TECHNOLOGY (EMT)

In addition to the duties listed below, the Associate Chair for the School of Engineering, Math, and Technology will supervise Computer Science, Mathematics, and Information Technology (IT) faculty.

A qualified Chair for each Undergraduate School shall be elected by the school faculty, if no one wants the position it will be appointed by the Dean of Undergraduate Studies within each school, subject to the approval of the NTU Provost. Each Chair serves a term of two (2) years. A Chair must be a member of the Faculty Congress from his/her School and have at least earned a master's degree or certification as in the trades or otherwise qualified. Chairs will perform the following functions:

1. Ensure that faculty members order books for all their classes on time.
2. Avoid class scheduling conflicts.
3. Ensure syllabi from all the faculty, including adjuncts, teaching in their Schools are submitted to the Registrar on time.
4. Make sure that each faculty member in their Schools conducts course assessment,

- program assessment, and General Education assessment.
5. Submit an annual budget for each program in their Schools to the Finance Director by the deadline date set by the Finance Director.
 6. Ensure that timesheets for all faculty in their Schools are submitted on time.
 7. Ensure that each faculty member in their Schools posts class schedule and office hours on his/her door.
 8. Conduct monthly meetings for the faculty in their department.
 9. Order supplies for their department and sign purchase requisitions before entering into Jenzabar.
 10. Submit quarterly report in September, December, March, and May to the Dean of Undergraduate Studies.
 11. Submit brief information about their department to the webmaster for updates on the NTU Web site.
 12. Ensure that each faculty member (full-time/adjunct) teaching in their Schools takes attendance in every class and submits it to the Registrar on Friday of each week.
 13. Encourage faculty in their respective schools to recruit students for their various programs from local high schools and require documentation of the visit from each school.
 14. Conduct a performance evaluation for each faculty member by visiting their classrooms
 15. Perform other duties as assigned by the Dean/Provost
 16. Subject to availability of funds, each School Chair will receive a stipend per semester upon satisfactory completion of the duties listed above, which will be discussed prior to the Chair signing the school contract.

D. SCHOOLS CHAIRS FOR GRADUATE STUDIES

The Dean of Graduate Studies appoints a Chair for each Graduate School upon approval by the NTU President. Each Chair serves a term of two (2) years. A Chair must be a member of the Faculty Congress from his/her School, and have at least earned a doctorate degree or be otherwise qualified. Chairs will perform the duties listed above.

E. PROGRAM ADVISORS

All full-time faculty act as Program Advisors as part of their regular duties as full-time faculty members. The Program Advisors are responsible for understanding the degree requirements in programs in which they are assigned to work with students and helping students graduate within a reasonable time period. In addition, they should:

1. Advise students on academics and careers. Identify the educational and career options appropriate for each student and assist with the analysis of each option, including possible outcomes and their implications.
2. Monitor students' academic progress in their program. All students are required to maintain a minimum cumulative grade point average of 2.0 to remain in good academic standing.

3. Initiate early alert for failing students by mid-semester at the latest. If there are personal issues of students, they should be recommended to the counselors.
4. Ensure students take prerequisites before taking core courses in their programs.
5. Interpret and explain Navajo Technical University policies and procedures to the students.
6. Check registration forms for accuracy such as grade checks, overload, and curriculum changes.
7. Identify options for students to satisfy degree requirements and assist students in completion of their programs.
8. Provide guidance in course selection in keeping with students' interests, values, abilities, and attributes.
9. Assist in recruitment of potential students by advising them of general academic requirements for a specific program and disseminate information regarding registration procedures.
10. Identify current and potential needs or problem areas of students, e.g., study skills and tutoring, and refer students to appropriate campus resources for assistance such as the NSSC and Library.
11. Refer students to counseling services if the need arises.
12. Participate in Jenzabar training in order to view students' grades.
13. Coordinate with instructors at other NTU instructional sites.
14. Perform other duties as needed by the Dean of Undergraduate Studies or Provost dealing with their individual program.

SECTION V

FACULTY APPOINTMENTS AND PROMOTION

A. FACULTY RIGHTS AND RESPONSIBILITIES

A university's faculty is the core of an institution that must contribute to the good of society in ways that go beyond just the advancement of individual faculty members' interests. In this community of scholars, academic freedom ensures that the University remains a marketplace of ideas that cannot require conformity with any orthodoxy of content or method in fulfilling its purpose of transmitting, evaluating and extending knowledge for the greater good of society.

From the beginning of their careers, faculty members enjoy academic freedom; the right to teach, study, and engage in research toward the end of transmitting, evaluating and extending knowledge, under conditions permitting independence of thought and expression. No faculty member shall make any representations to, or enter into any agreement with, or act toward any student or other person in any manner which is not in conformity with established University policies, practices and procedures expressed in the NTU Faculty Handbook, NTU Student Handbook, NTU Graduate Handbook, University catalogues or other published University documents. NTU expects that faculty members will work with a dual focus on effective teaching

and on a research agenda. Service expectations for faculty members at the beginning of their careers will generally be lighter than those for faculty members who have established long term service with the University. A faculty member with long term service with the University is expected to provide support and guidance to their junior colleagues and to become increasingly involved in the life and governance of the University. This includes taking on a greater service load and mentoring faculty members toward success in their fields.

B. FACULTY PERFORMANCE EXPECTATIONS

All Faculty members will be evaluated annually in each of the following three areas: teaching, scholarship, and service. Scholarship includes research and creative activity. In addition, faculty members will be evaluated on contributions to the quality and effectiveness of their School/Department and the University in the light of NTU's mission. The University recognizes that every faculty member offers a unique combination of accomplishments relative to the criteria listed above, depending on academic field, specialized scholarly interests, varying professional opportunities, and responsibilities for teaching, laboratory and field work. However, while relative weights may vary, all faculty members are expected to be productive in each of the three areas over time.

Performance criteria in the areas of scholarship, teaching effectiveness and service shall be delineated in each School's/Department's documents concerning merit review, reappointment, and promotion policies. Each School's/Department's policies are subject to review and approval by the Dean of Undergraduate Studies, Dean of Graduate Studies, and by the Provost.

1. Teaching-Through their teaching, all faculty members are expected to transmit knowledge, extend their students' understanding and vision, and develop in their students the ability for critical and independent thinking through the Diné philosophy. Good teaching includes, as applicable, the following indications of teaching effectiveness:
 - a. Quality presentation in the classroom or other learning environment, including effective communication and adjustment of teaching techniques to the particular subject area and students involved;
 - b. Clearly stated course objectives, along with explicit evidence that appropriate teaching/learning methods were employed to assist students in meeting course objectives;
 - c. The results of assessments that are reviewed by the Department Chair and Dean of Undergraduate Studies.
 - d. Creative development and implementation of courses or programs in the standard academic guidelines or in the area of cooperative and experiential education, when deemed appropriate by the School/Department, or creative application of technology to achieve improved educational outcome or to reach new audiences.
 - e. Distribution of syllabi, scheduling of examinations, submission of grades and return of student work.

2. Scholarship, Research, and Creative Activity

All faculty members are expected to engage in scholarly activity as defined by their disciplines, and to earn distinction in their respective fields. Schools/Departments shall develop their own criteria of productive scholarship consistent with the expectations in their discipline and with this Handbook.

In many disciplines, publishing or presenting original research or scholarly review constitutes the standard of achievement and dissemination. Recognition in the faculty member's scholarly field, including, when appropriate, the receipt of prizes, grants or contracts awarded through a peer review process, or the receipt of patents, represents professional recognition of research activities. In some fields technical, procedural, or practical innovations made clinically or professionally are evidence of productive scholarship.

Performance expectations in scholarship include the faculty member's adherence to professional standards of conduct as established by University policies governing research, by funding agencies, and by norms of the discipline.

3. Service

The effective operation and development of the University significantly relies on the service contributions of the faculty. Faculty members are expected to perform service activities within and outside the University. Internal faculty service responsibilities will include administrative duties, committee work, advising student organizations, and involvement in other roles that contribute to the School/Department and University.

Outside the University, faculty members are expected to contribute to the professional development of their disciplines by promoting the discovery and dissemination of knowledge in their fields. Professional service activities include participation in professional organizations, seminars and colloquia relevant to the individual's academic interests or to the education process. Faculty members also serve by contributing their disciplinary knowledge to the general Navajo community.

C. FACULTY APPOINTMENTS AND COMPENSATION

The Navajo Technical University Employee Handbook shall govern faculty appointments and compensation.

D. FACULTY TITLES

Academic Faculty. For purposes of this handbook, Academic Faculty are deemed to be those who teach full-time and part-time for NTU. Refer to the Faculty Ranking Policy.

SECTION VI

FACULTY RIGHTS IN TEACHING, RESEARCH AND SCHOLARSHIP

A. ACADEMIC FREEDOM

Academic freedom policy applies to all faculty members insofar as they are involved in teaching or scholarship at the Navajo Technical University.

Navajo Technical University will place no restraint upon the extramural pursuits of any member of the faculty unless the time devoted to that pursuit unduly interferes with his or her obligations to the University or violates the University's Conflict of Commitment and Interest Policy (see Conflict of Commitment and Interest Policy, Pg. 24 - 32).

Navajo Technical University will impose no limitations upon the freedom of faculty members in the exposition of the subjects they teach, either in the classroom or elsewhere. Faculty members may not claim as a right the privilege of discussing controversial matters outside their own particular fields of study in the classroom. Navajo Technical University will also impose no limitations upon the freedom of faculty members in research and the publication of the results. However, faculty members are expected to exercise appropriate discretion and good judgment. (Suggestions before making any decisions regarding NTU: 1. Remember you are a representative of the University, 2. Respect confidentiality, 3. Seek answers from a variety of diverse sources (seek diversity not validation), 4. Research/read/listen to different perspectives, 5. Seek those that have experience in dealing with similar situations, and 6. Have some detachment from the situation: Identify, and then challenge, biases.)

Navajo Technical University assumes no responsibility for the extramural statements of faculty members. When appropriate, faculty members will make it clear that their statements are personal and are not sponsored or approved by the faculty or by Navajo Technical University.

B. INSTRUCTIONAL MEDIA

1. Instructional media include materials and resources that faculty use to facilitate students' learning outcomes. Examples of instructional media are books, charts, slides, Smart Boards, projectors, computers, Internet, video conferencing, DVDs, CD-ROMs, etc.
2. The decision to use instructional media in any form resides with the individual faculty member responsible for the instructional sequences under consideration and his or her School/Department.
3. The objectives and content of instructional media courses and programs are the responsibility of the faculty member developing the instructional sequences and his or her School/Department.
4. The University may withhold or, after reasonable notice, withdraw its support from the

development, production, or implementation of an instructional method, device, or system whose design its authorized officials consider inadequate to achieve the proposed objectives or to carry the proposed content.

5. Appropriate authorship or other credits should be given to any faculty or staff member who substantially assists the development or production of instructional media.
6. Any faculty member is free to develop instructional media entirely on his or her own time and without formally involving the University. In such cases, the faculty member has full ownership of the media so developed.
7. When instructional media are being developed with the assistance of the University, a written agreement shall be executed between the University and the cooperating faculty member. The purpose of such agreements should be to facilitate the free flow of ideas and information and the maximum utilization of instructional media. The agreement should address the following where relevant:
 - a. The portion of the normal academic load of the faculty member to be committed to the project.
 - b. Authorship or other credits.
 - c. Arrangements for the sale, lease and gratuitous lending of the media.
 - d. Royalty payments from net income derived from the marketing of the media.
 - e. Provisions for subsequent use, revision, or withdrawal of the media.
8. Full ownership of instructional media developed in the manner described above is vested in the Navajo Technical University, unless otherwise provided by written contract.

C. CONFLICT OF COMMITMENT AND INTEREST

This section of the NTU Faculty Handbook contains Navajo Technical University's policy and procedures regarding conflict of commitment and conflict of interest as they apply to all members of NTU Faculty Congress and NTU research staff (hereinafter referred to as the University Faculty), including faculty members serving as university administrators. The Dean of Undergraduate Studies, Dean of Graduate Studies, and Department Chairs are the primary individuals responsible for ensuring implementation of this policy. The Provost is responsible for interpretation and overall coordination of the policy. Violation of any part of this Policy causes a faculty member to be subject to sanctions.

1. **Conflict of Commitment:** Navajo Technical University's faculty members owe their primary professional allegiance to the university, and their primary commitment of time and intellectual energies should be to the educational, research and scholarship programs of the institution. The specific responsibilities and professional activities that constitute

an appropriate and primary commitment will differ across Schools/Departments, but they should be based on a general understanding between the faculty member and his or her Department Chair, Dean of Undergraduate Studies, or Dean of Graduate Studies.

Even with such understandings in place, however, a faculty member's attempts to balance University responsibilities with external activities such as consulting, public service or pro bono work can result in conflicts regarding allocation of time and energies. Conflicts of commitment usually involve issues of time allocation. Whenever an individual's outside consulting activities (as defined in NTU's policy on Faculty Outside Professional Activities) exceed the permitted limits (normally one day per week), or whenever a full-time faculty member's primary professional loyalty is not to NTU, a conflict of commitment exists.

2. **Conflict of Interest:** A conflict of interest occurs when there is a divergence between an individual's private interests and his/her professional obligations to NTU such that an independent observer might reasonably question whether the individual's professional actions or decisions are determined by considerations of personal gain, financial or otherwise. A conflict of interest depends on the situation, and not on the character or actions of the individual.

Conflicts of interest are common and practically unavoidable in a modern research university. At NTU, conflicts of interest can arise out of the fact that a primary mission of the University is to promote the public good by fostering the transfer of knowledge gained through University research and scholarship to the private sector. Two important means of accomplishing this mission include faculty consulting and the commercialization of technologies derived from faculty research. It is appropriate that faculty be rewarded for their participation in these activities through consulting fees and sharing in royalties resulting from the commercialization of their work. It is wrong, however, for actions taken or decisions made in the course of an individual's university activities to be influenced or determined by considerations of personal financial gain.

Such behavior calls into question the individual's professional objectivity and ethics, and it also reflects negatively on the University. Navajo Technical University is an institution of public trust; faculty must respect that status and conduct their affairs in ways that will not compromise the integrity of the University.

Faculty members should conduct their affairs so as to avoid conflicts of interest, and must respond appropriately when conflicts of interest arise. To that end, the purposes of this policy are to educate faculty about situations that generate conflicts of interest, to provide ways for faculty and the university to manage conflicts of interest, to promote the best interests of students and others whose work depends on faculty direction, and to describe conflict situations that are prohibited. Every Navajo Technical University faculty member has an obligation to become familiar with, and abide by, the provisions of this policy. If a situation raising questions of conflict of commitment or interest arises, faculty are urged to discuss the situation with the Department Chair, Dean of Undergraduate Studies, Dean of Graduate Studies, or the Provost.

3. Summary

Below is a summary of the key provisions of this Policy. However, faculty are urged to read the document in its entirety to fully understand the spirit of these provisions, the bona fide exceptions, and the requirements for compliance.

- a. As prescribed in the NTU Faculty Handbook, faculty must maintain a significant presence on campus according to their contract.
- b. Faculty must not allow other professional activities to detract from their primary allegiance to NTU. For example, a faculty member on full-time active duty must not have significant outside managerial responsibilities nor, under normal circumstances, act as a principal investigator on sponsored projects that could be conducted at NTU but instead are submitted and managed through another entity.
- c. Faculty must foster an atmosphere of academic freedom by promoting the open and timely exchange of results of scholarly activities, ensuring that their advising of students is independent of personal commercial interests, and informing students and colleagues about outside obligations that might influence the free exchange of scholarly information between them and the faculty member.
- d. Faculty may not use university resources, including facilities, personnel, or equipment, except in a purely incidental way, as part of their outside consulting activities or for any purposes that are unrelated to the education, research, scholarship, and public service missions of the university.
- e. Faculty may not use information confidential to the university in any way beyond the scope of their university duties without the express consent of the university officer or administrator responsible for that information.
- f. Faculty must disclose on a timely basis the creation or discovery of all potentially patentable inventions created or discovered in the course of their university activities or with more than incidental use of university resources. Ownership of such inventions must be assigned to the university regardless of the source of funding. The inventor will share in any royalties earned.
- g. Faculty must disclose to the university whether they (or members of their immediate family, as defined below) have consulting arrangements, significant financial interests (also defined below), or employment in an outside entity before the university will approve the following proposed arrangements between such entities and NTU:
 - i) Gifts;
 - ii) Sponsored projects;
 - iii) Technology licensing arrangements; and
 - iv) Procurements. In such cases, formal university approval will be required prior to entering into each proposed arrangement.
- h. The goal of this policy is to permit faculty to undertake research in the freest possible atmosphere consistent with their obligations to the university and to outside funding agencies. In order to minimize interference with research, the university encourages faculty to utilize the following informal procedures when questions concerning potential conflict arise. A faculty member with such questions may contact his or her

- Department Chair or Dean of Undergraduate Studies for informal and confidential discussion of the facts which give rise to the potential conflict. The results of that discussion will be reduced to a memorandum by the academic administrator involved as evidence of the faculty member's good faith compliance with this policy. Should the faculty member disagree with the terms of this memorandum, the issues shall be presented to the Provost as described below.
- i. In situations in which the Studies may establish an independent oversight committee to review the appropriateness of the proposed research to be conducted at NTU, oversee the conduct of the research, and ensure open and timely dissemination of the research results. Such oversight committees will be required for all research raising questions of conflict of interest.
 - j. On an annual basis all faculty members must certify to the Dean of Undergraduate Studies, or in the case of faculty holding administrative positions, certify to their supervisor their compliance with NTU's policies relating to conflict of interest and commitment. They must also disclose information about their (and their immediate family members') financial relationships with outside organizations sponsoring their teaching or research programs or otherwise involved in commercial relationships with the NTU faculty member. In addition, on an ad hoc basis, faculty must disclose to the Department Chair or Dean of Undergraduate Studies current or prospective situations which may raise questions of conflict of commitment or interest, as soon as such situations become known to the faculty member.
 - k. The Dean of Undergraduate Studies shall review and may approve exceptions to this policy. The Dean of Undergraduate Studies shall establish procedures to ensure timely review of the faculty's annual and ad hoc disclosures of potential or apparent conflicts. The Dean of Undergraduate Studies will file his/her own annual disclosures and certifications of compliance with the Provost.
 - l. The Provost must approve all special cases outlined in Section f above. The Provost shall approve the Dean of Undergraduate Studies' plans for implementing this policy, interpret policy provisions, respond to faculty wishing to appeal the decision of the Dean of Undergraduate Studies (see Section g, above), and annually report to the NTU President and NTU Board of Regents on the status of this policy and its implementation.
 - m. Should a faculty member wish, on grounds specified below, to appeal a decision made by the Provost, he or she may present the appeal to the NTU President, who will consider and decide the case.
4. **Policy Limitations on Outside Professional Activities**
- Navajo Technical University encourages faculty to become involved in the transfer of knowledge from the university into the commercial marketplace. It is appropriate for NTU to facilitate the transfer of knowledge gained through academic research to applications, which can benefit the general population. Moreover, experience gained by faculty in the course of outside professional activities can enhance their teaching and research or scholarship within the university. But the process of technology transfer can create the potential for conflicts of commitment and/or interest, particularly when there

is opportunity for personal gain on the part of the faculty. The intent of this provision of the policy is to minimize potential conflicts and to provide means of managing them when they arise. An implicit assumption underlying the University's "Policy on Faculty Outside Professional Activities" is that outside professional activities are a privilege and not a right, and must not detract from a faculty member's full-time obligation to his or her university duties. When any outside activity detracts from the conduct of university duties, a conflict of commitment will result. Even activities such as pro bono work, government service in the public interest, and any outside employment unrelated to the faculty member's university responsibilities should be managed so they do not take precedence over a faculty member's primary commitment to the University.

Outside professional activities can also generate conflicts of interest regardless of the time involved. For example, direction of a program of research or scholarship at another institution that could be conducted appropriately at NTU as part of the faculty member's normal duties can deprive NTU students and colleagues of the benefits of the faculty member's primary intellectual energies and valuable educational opportunities. Another example is submitting research proposals through channels other than NTU to support work that could be performed at NTU. First, the use of NTU resources in the course of that work is practically unavoidable. Second, it becomes difficult, if not impossible, for the university to review and reward the contributions of its faculty, staff, and students for work managed and/or conducted elsewhere. Third, the action can result in situations that place students and staff in conflicts of interest. On the other hand, the university does not intend to limit faculty from participating in multi-site training or research programs. Nor does it intend to limit the ability of faculty to do research that requires access to facilities not available at NTU. Weighing these considerations, normally NTU faculty members on active duty are prohibited from serving as principal investigators on sponsored projects submitted and managed through other institutions.

Significant management roles (those that involve supervision of the work of others and/or day-to-day responsibility for operating decisions) in private business typically are demanding both in terms of time and energy. It is unlikely that such roles can be fulfilled by the manager working only one day per week, the maximum time permitted for full-time faculty to engage in outside consulting activities. Because full-time faculty are expected to devote their primary energies and professional interests to their university obligations, they may not accept significant managerial responsibilities as part of their outside consulting activities.

Whenever faculty members are involved in research as part of their outside consulting or business activities, they must establish clear boundaries that separate their University obligations from their outside obligations, so as to avoid questions about their appropriate use of resources and attributions of the products of their work.

5. Policy on Free and Open Exchange of Research Results

The integrity of the University as a community of scholars requires the free and open exchange of ideas and communication of the results of scholarly activities. Faculty are obligated to maintain an atmosphere free from unwarranted external influences. Students

and collaborators must be able to pursue topics of interest, have access to available information and facilities, and communicate the results of their work to other scholars and the public. Therefore, faculty must ensure that:

- a. The results of research or scholarship undertaken at NTU are disseminated on an open and timely basis to the broader scholarly community and public.
- b. The activities of students and postdoctoral scholars are free from the personal commercial interests of the faculty member.
- c. The work of students, staff and collaborators is not exploited in the course of a faculty member's outside obligations. To this end, faculty members should be open about their involvement with and obligations to outside third parties who could benefit from the work or ideas of their students, staff, and colleagues. Similarly, students, associates, and staff should have access to information about the sources of funds that support their research.

6. **Policy on Appropriate Use of University Resources, Including Facilities, Personnel, Seal, Logos and Letterhead, Equipment, and Information**

Faculty may not use university resources, including funds, facilities, personnel, equipment, or marks of its official endorsement such as the NTU seal, logo, or letterhead except in a purely incidental way as part of their outside consulting activities or for any other non-University purposes. Inappropriate use of NTU resources includes the following:

- a. Assigning the faculty member's students, staff, or other faculty under his or her supervision tasks for purposes of potential or real financial gain of the faculty member rather than the achievement of institutional objectives, the advancement of the scholarly field, or the fulfillment of students' educational needs.
- b. Involvement of the faculty member's students (whether as interns, volunteers, or full or part-time employees) in business activities without prior approval of the Department Chair, Dean of Undergraduate Studies, or Dean of Graduate Studies with respect to the fact, the nature, and the scope of the student's involvement.
- c. Granting external entities access to NTU resources or services for purposes outside NTU's mission, providing external entities confidential information for any reason without the express consent of the university officer/administrator responsible for that information, or offering inappropriate favors to outside entities in an attempt to unduly influence them in their dealings with NTU.
- d. Use for personal gain, or granting unauthorized access to others, of confidential information acquired through conduct of university business or research activities. Confidential information includes, but is not limited to, medical, personnel, student, or security records of individuals; proprietary knowledge about anticipated corporate material requirements, budgets, or price actions; proprietary knowledge of possible new sites for government operations; and information about forthcoming programs or selection of contractors or subcontractors in advance of official announcements.
- e. For personal financial gain, providing an outside entity preferential access to research results, materials or products generated from university teaching or research activities. (This would not preclude appropriate licensing arrangements for inventions, or consulting on the basis of sponsored project results where there is

- significant additional work or expertise involved.)
- f. Disposing of NTU property to third parties without the explicit authorization of the NTU Finance Director.
 - g. Using the NTU seal, its logos, letterhead, or other official university symbols in activities unrelated to the faculty member's university responsibilities or implying university endorsement for activities or entities not officially recognized by NTU.

7. Policy on Disclosure and Ownership of Intellectual Property

NTU wishes to encourage faculty members to be involved in technology transfer as part of their university duties without raising questions as to their motives. However, for faculty members to determine ownership of intellectual property based on outside sources of support when they stand to gain financially from such decisions constitutes a serious conflict of interest. Additionally, for faculty members to claim ownership of an invention resulting from their university activities calls into question whether they are using university resources for personal financial gain. Finally, the opportunity for a faculty member to assume ownership of an invention and then grant exclusive access to it to a sponsor or potential sponsor of his or her university research creates an incentive for inappropriate relationships. Faculty are expected to exercise objectivity in the conduct of research and guidance of students and associates. To the extent that the financial interests of a faculty member and a corporate sponsor become intermingled, the objectivity of the faculty member can be called into question.

8. Policy on Involvement in Outside Entities Which Have Relations with NTU

Gifts, procurements, sponsored projects, or technology licensing arrangements between NTU and outside entities in which the involved faculty member (or members of the immediate family, which includes the faculty member's spouse or dependent children as determined by the Internal Revenue Service, or a domestic partner) has significant financial interests, or any employment or consulting roles, raise particular questions of potential or apparent conflicts of interest which require special ad hoc disclosures, review and approval.

- a. For this purpose, "significant financial interests" includes the following:
 - i. A "financial interest" in the sponsor of research, defined as:
 - A direct or indirect investment in the sponsor worth more than \$5,000.
 - A position as director, officer, partner, trustee, employee of or any other position of management in the sponsor.
 - Income from the sponsor, including income from intellectual property rights, consulting income and gifts aggregating \$5,000 or more in value, received by or promised to the faculty member within 12 months prior to the time the award is made.
 - ii. "Indirect Investment" or "Indirect Financial Interest," including situations in which:
 - The spouse or dependent child of a faculty member has a financial interest (as defined in "a" above) in the sponsor.
 - The faculty member, his or her spouse, or dependent child own directly,

- indirectly or beneficially a 5 percent interest or greater (or \$10,000 worth of ownership interests) in any business entity or trust which has a financial interest in the sponsor of the research.
- iii. "Equity (Ownership) Interest" defined as an investment of more than \$10,000 in the sponsor by the faculty member, his or her spouse, or dependent children. Additionally, faculty members seeking funding from an external sponsor must ensure compliance with that sponsor's disclosure requirements.
- b. Prior to the University entering into any of the following arrangements, the involved faculty member (following informal consultation, if he or she deems it beneficial) must submit to the Dean of Undergraduate Studies or Dean of Graduate Studies a complete written disclosure of his or her current or pending relationship with the outside entity, the relationship of the proposed University activity to the entity, and the means by which the faculty member will ensure separation of his or her University role from the faculty member's (or family members, as described above) role or interests in the entity:
 - i. Gifts to NTU of cash or property which will be under the control of, or will directly support the teaching or research activities of a faculty member, from an entity in which that faculty member (or members of the immediate family as described above) has an employment or consulting arrangement and/or (a) significant financial interest(s) (as defined above).
 - ii. Sponsored project proposals in which any of the involved investigators (or members of their immediate families as described above) have employment or consulting arrangements with and/or significant financial interests in the proposed sponsor, or with proposed subcontractors, vendors, or collaborators.
 - iii. University technology licensing arrangements with companies in which the faculty inventor (or members of the immediate family as described above) has an employment or consulting arrangement and/or a significant financial interest.
 - iv. Procurement of materials or services from an outside entity in which the faculty member (or members of the immediate family as described above) has an employment or consulting arrangement and/or a significant financial interest.
 - ii. Disposal of University resources or property to an outside entity in which the faculty member (or members of the immediate family as described above) has an employment or consulting arrangement and/or a significant financial interest.
 - iii. Receipt by the faculty member or any member of his or her family of a single gift or multiple gifts with a cumulative value of in excess of \$100 from a current or prospective University vendor, service provider, student or any third party who is seeking some benefit from the University. (Gifts include, but are not limited to, meals, entertainment, travel and tickets to sporting and other events. Examination copies of textbooks and similar materials given to faculty are not considered gifts.), Common sense must prevail in the interpretation of these provisions. That is, if a reasonable person would question the relationship, it should be disclosed and approval should be sought for the proposed arrangement.
 - c. If such proposed arrangements are approved by the Dean of Undergraduate Studies or

Dean of Graduate Studies, the faculty member's disclosure and the Dean's findings and recommendations shall be submitted to the Provost for approval. The Provost may convene an ad hoc committee to advise him or her on any such proposed arrangements. Decisions made by the Provost on these matters are not grievable.

Certification of Compliance

On an annual basis all faculty members must certify to the Dean of Undergraduate Studies or Dean of Graduate Studies their compliance with NTU's policies related to conflict of interest and commitment, and disclose their prior academic year's consulting activities for financial interests in outside organizations that support their university teaching or research program. Faculty members must also disclose other arrangements with outside organizations with which they are involved as described above in Section 8. In addition, faculty must disclose whether they have served as principal investigators or managers of outside research or business activities.

SECTION VII

FACULTY PERSONNEL POLICIES

A. FACULTY ASSIGNMENTS

All full-time members of the university faculty participate in the total program of instructional, research, and extracurricular activities that have been established to encourage the general development of NTU students. Advisory responsibilities, whether academic or associated with officially recognized student organizations, are important to the attainment of its overall educational objectives and are taken into consideration when faculty assignments are determined.

B. TEACHING LOAD, OVERLOAD AND FACULTY CONTACT HOURS

1. Teaching Load

- a. Each Academic Faculty member is required to teach 14-16 credit hours per semester.
- b. An Academic Faculty member who writes proposals and conducts research can teach 12 credit hours per semester depending on the amount of work involved in the grant as reviewed and approved by the Department Chair and Academic Dean. See the Course Buyout Policy.
- c. Each Trade Faculty member is required to teach 12 credit hours in the classroom and 4 credits hours in the shop. Deviations of standards of course load for trade will be determined on a case by case basis.
- d. If the course load for a faculty member is less than 14 credit hours, extra duty or duties will be assigned to the faculty member.

- e. Each faculty member must find another instructor or another appropriate person to cover any classes that cannot be met.
- f. Lab hours should be scheduled separately from lecture hours. Note that one lab semester hour represents a minimum of one thousand sixteen hundred (1600) minutes per credit per semester, i.e., a minimum of hundred (100) minutes per week for a sixteen-week semester. One credit hour is awarded for one hundred fifty (150) minutes of contact in a shop session per week.

2. Teaching Overload

- a. If an Academic Faculty member is teaching more than 16 credit hours per semester, the Academic Faculty member will receive a stipend per overload credit hour taught as provided under Section 2.b herein.
- b. A maximum of 4 credit hours per semester of teaching overload is allowed for an Academic Faculty or Trade Faculty member. The stipend for the teaching overload is paid at an adjunct faculty rate in two (2) installments after mid-term grades are submitted by the faculty member and after final grades are submitted.

3. Faculty Contact Hours

- a. The contact hour for one credit hour of an academic course is 50 minutes or 800 minutes per semester. The minimum contact hours for 3 credit hours for an academic course is 2.5 hours per week or 40 contact hours (2,400 minutes) per semester for 16 weeks. Credit hour for each lab session is 100 minutes of contact. One credit hour is awarded for 150 minutes of contact in a shop session per week.
- b. It is normal for classes to be scheduled slightly longer than the time frame to accommodate events that may reduce the actual contact time during the semester. NTU schedules 15-16 hours per semester for a one credit hour course to address unforeseen circumstances.
- c. In accordance with 16.12.3.12 NMAC Minimum Standards for Nursing Programs, "nursing faculty workload shall be calculated by teaching clock/contact hour." The nursing courses in the nursing program include many hours of clinical practicum experiences that the course instructors are required to supervise as part of their workload. The number of clinical hours assigned to each nursing course varies. But traditionally, nursing programs use a 3:1 contact hour to credit hours ratio for these clinical experiences. Therefore, if a course has 3 credit hours assigned to clinical, the students will have 9 hours of clinical experience per week which totals 144 hours of clinical experiences over the 16-week semester. Faculty members are responsible for supervising students in the clinical setting. The students are not licensed and cannot practice independently. The New Mexico Rules require that the student/faculty ratio in clinical not exceed 8:1. This means that nursing faculty may not supervise more than 8 students in the clinical setting at one time. Sometimes the number of students must be decreased due to the level of the student (proficiency of the students), patient acuity, or patient census in the clinical setting.

1. Class Size

The recommended class size is twenty-five (25) students per class. Minimum class size is

six (6) students. If four or more students need a class to graduate, then the Dean of Undergraduate Studies and the Registrar will review enrollment and schedule, and then determine if the class can proceed.

2. Student Advisement

Navajo Technical University faculty are required to be accessible to students for a minimum of five hours per week for student advisement (i.e., e-mail, phone, or face-to-face accessibility to address students' needs). The instructors' office hours need to be posted on his/her door. Advisement requires ongoing faculty referrals of struggling students to the "SkyHawk for Success", early alert program.

3. Independent Study

An Independent Study is permitted if a student requires a class to graduate or in special circumstances, such as family issues or transportation problems. Note that there is no additional compensation to faculty for an Independent Study nor does it serve as an overload for the instructor. The instructor must determine if the course can be taken independently, and the student must register for the course and complete the same content as when the course is offered in a regular classroom setting. If there are three (3) or more students who need the same course for an independent study, the course will be changed to a regular class.

4. Internship Grade

An intern must write a 15 to 20-page final report, conduct a PowerPoint presentation to a program advisor and faculty members in the department, and submit a supervisor's evaluation before a grade can be awarded to the student. Faculty who supervise three to five students for an internship class will get paid at an adjunct rate of two (2) credit hours and faculty supervising six (6) or more interns will get paid at an adjunct rate of three (3) credit hours per semester.

5. Adjunct Instructors

Adjunct Faculty applies to all part-time faculty who teach on a semester-by-semester basis. An adjunct instructor may teach three to nine credit hours per semester.

6. Visiting Faculty/Professor

Navajo Technical University may invite a renowned professor or a certified member for trades to teach and conduct research for a limited period (usually between one to three years). These faculty shall be granted the rights and privileges of an NTU faculty member as provided in their employment contract.

7. Sabbatical/Leave of Absence
Refer to the Sabbatical Policy.

8. Plagiarism

Faculty are expected to assume the responsibility for providing original work in their

courses without plagiarizing. According to the fifth edition of the Modern Language Association (MLA) Handbook for Writers of Research Papers, "To use another person's ideas or expressions in your writing without acknowledging the source is to plagiarize. A writer who fails to give appropriate acknowledgment when repeating another's wording or particularly apt term, paraphrasing another's argument, or presenting another's line of thinking is guilty of plagiarism." The academic writing assignments that require the use of outside sources generally are not intended to teach students to assemble a collection of ideas and quotes, but rather to synthesize the ideas they find elsewhere in order to construct new knowledge for themselves.

Since different disciplines use different documentation methods, faculty should use the documentation style appropriate to their discipline. Additional resources and guidance in the correct use of sources can be obtained from the English faculty at NTU. Faculty who have questions regarding appropriate referencing or attributes should discuss these matters with their school chair.

9. Program Review

Each program at NTU has been reviewed once in every three years by the Program Review Committee to determine if a program is viable or if any changes need to be made in the curriculum. Participation in the program review work is mandatory for the programs identified for the current academic year. If the Dean of Undergraduate Studies receives numerous complaints, then his/her program should be reviewed as needed.

C. POLICY ON FACULTY OUTSIDE PROFESSIONAL ACTIVITIES

Outside professional activities can be valuable to both the faculty member and NTU. The university encourages faculty to engage in these activities and attempts, without obligation, to arrange schedules so as to allow the equivalent of one day away from campus during the regular five-day week of the faculty member's contract period. However, it is important to emphasize that engagement in outside professional activities by a faculty member does not imply a reduction in his or her university workload.

Judgments concerning faculty performance, whether they be related to over or under involvement in outside professional activities, or to any other cause, are part of the usual evaluation process and are best handled in that manner. However, certain guidelines and absolute limitations must be stated in order to handle the few cases in which these activities become excessive.

1. Time Limitations on Compensated Outside Activities

The amount of time spent on compensated outside professional activities must not exceed the equivalent of one day (e.g., two half-days) during the usual five-day week of the faculty member's contract period. Some averaging over the academic year is possible, but in any event these activities should not conflict or interfere with the faculty

member's schedule of assignments and responsibilities to NTU.

2. Conflicts of Interest

The main safeguard in avoiding conflicts of interest is the high ethical standard which each faculty member imposes on himself or herself. However, in certain situations judgments may differ and individuals may inadvertently place themselves in situations where potential conflicts exist. Faculty members should not engage in outside professional activities which conflict with the proper discharge of university responsibilities.

Under certain circumstances, potential for conflict may exist (e.g., a faculty member who owns or operates a substantial business which engages in professional activities). In those or other situations in which the potential for conflict exists, it is the responsibility of the faculty member to report these activities to the Dean of Undergraduate Studies and the School Chair. Should questions concerning the suitability of certain outside activities arise, it is the responsibility of the Dean of Undergraduate Studies and the Department Chair to discuss these issues with the faculty member involved.

3. Nature of the Outside Professional Activities

Because there is so much variation in the types of outside professional activities, the following is intended to provide faculty with general guidance.

Ideally, the professional level of those activities should be sufficiently high that it is worthy of recognition during the faculty member's performance evaluation as well as making a significant contribution to his or her ongoing professional development. It is clear that any engagement in outside professional activities involves a personal judgment between gains and losses and the decision can be a difficult one. For example, any time which is spent on consulting might be said to detract from the time that one could spend in direct service to NTU. However, the implication of abstaining from consulting could be to isolate the faculty member from developments in his or her field, making him or her less effective in those services provided to NTU. Should a faculty member have doubts concerning the advisability of undertaking certain outside professional activities, he or she is strongly encouraged to seek the advice of the Dean of Undergraduate Studies and Department Chair.

D. TUTORING BY FACULTY FOR FEES

No faculty member may tutor for fees in any discipline in which he or she is teaching. This practice is prohibited because it interferes with the goal of encouraging students to consult with teachers about their work and because the student's tuition payment entitles him or her to reasonable instructional assistance free from additional personal fees.

E. RETIREMENT

1. Time of Retirement

There is no mandatory retirement age for employees of NTU. Faculty members considering retirement should consult with the Dean of Undergraduate Studies with respect to transition options and planning.

2. Reemployment of a Retired Faculty Member

By special authorization of the NTU President, any retired faculty member may be re-employed for definite periods of time not to exceed one year each. Contributions to the retirement plan for such faculty member will not be continued during such periods of re-employment.

F. NAVAJO TECHNICAL UNIVERSITY EMPLOYEE HANDBOOK

The provisions of the Navajo Technical University Employee Handbook shall govern the NTU Faculty except as specifically provided in this Faculty Handbook.

Appendix A

FACULTY CONGRESS CONSTITUTION

Navajo Technical University

Preamble

The Faculty Congress of Navajo Technical University is the official representative body of the faculty at NTU. The Faculty Congress represents the concerns of faculty and provides the mechanism for faculty to participate in the NTU governing structure. The Congress also provides forums for information sharing, discussion and resolution of faculty issues and assures that all recommendations of the Congress support the integrity of the NTU Mission. Navajo Technical University's mission is to provide university readiness programs, certificates, associate, baccalaureate, and graduate degrees.

Students, faculty, and staff will provide value to the Diné community through research, community engagement, service learning, and activities designed to foster cultural and environmental preservation and sustainable economic development. The University is committed to a high quality, student-oriented, hands-on learning environment based on the Diné cultural principles: Nitsáhákees, Nahát'á, Iína, Siih Hasin.

The Faculty Congress has the authority to organize itself and to make all bylaws and regulations necessary for its own proceedings. Its recommendations are communicated to the Dean of Undergraduate Studies, Dean of Graduate Studies, the Provost, the President, and the Board of Regents regarding the governance of NTU in all matters listed below:

- a. Formulation of institutional long-range plans, goals and strategies.
- b. Curriculum development and outcomes assessments.
- c. Academic standards and policies.
- d. Development and use of instructional technology.
- e. Faculty grievance.
- f. Organization of NTU's instructional services.
- g. Student advisement and retention.
- h. Faculty salaries, fringe benefits and leave.
- i. Administrative support of NTU's instructional mission.
- j. Comparisons between the Faculty and Employee Handbook for procedures

k. Faculty professional development.

I. THE FACULTY CONGRESS

A. Membership:

1. All full-time and contract faculty are voting members of the Congress.
2. All professional librarians employed by NTU are voting members of that Congress.
3. The President, Provost, Dean of Undergraduate Studies, Dean of Graduate Studies, Dean of Student Services, and Student Body President are non-voting, ex-officio members of the Congress.
4. Any other membership issue shall be decided by a ballot and by all voting members of the Congress.

B. Rights and Responsibilities:

1. Faculty Congress has the right of review, recommendation and vote in the following areas:
 - a. Formulation of institutional aims.
 - b. Creation of division, departments, and programs.
 - c. Approval of major curriculum changes.
 - d. Recommendation of standards for admission, graduation, and scholastic performance.
 - e. Creation and administration of faculty academic freedom
 - f. Recommendation of action in regard to general faculty welfare.
 - g. Active involvement in the development of the academic calendar.

2. To allow consideration of all documents, policies and other miscellanea, as part of the spirit of co-governance in a timely manner before the Faculty Congress, it will be our policy that anything to be considered by the Faculty Congress must have been submitted before the announcement of the next Faculty Congress Meeting. All documentation to be voted on by the Faculty Congress should be in the hands of the members for a minimum weeklong period so that the Members of the Faculty Congress have the time for thoughtful consideration and to develop suggestions for bettering those items to be voted on by the Congress.

C. General Procedures:

1. Quorum: Members of the voting faculty present, including at least 30% of full-time faculty, which are present at the meeting, constitute a quorum at Faculty Congress meetings.
2. The Congress and its committees shall follow “Robert’s Rules of Order” for parliamentary procedure.
3. The Congress shall meet a minimum of four times during each semester of the academic year.

II. FACULTY CONGRESS STRUCTURE

A. Officer and Representatives:

1. The Congress shall nominate and elect faculty to the following Positions:
 - a. Faculty President—Officer
 - b. Faculty Vice-President—Officer
 - c. Faculty Secretary—Officer
 - d. Two representatives from separate discipline areas other than the Faculty President’s, to serve on the Faculty Executive Committee
 - e. Intervention & Grievance Advocate
2. The officers and representatives (a-e above) shall constitute the Faculty Executive Committee (FEC) of the Congress.
3. Duties of Officers
 - a. The Faculty President shall
 - (1) Preside over the Congress as its chief Executive Officer and chair the Faculty Executive Committee.
 - (2) Represent faculty to community, NTU and tribal groups, including the Board of Regents, as the Representative of the Faculty Congress.
 - (3) Administer, in collaboration with the Vice President, the

process of evaluation of administration and assure that information from evaluations is provided through the chain of command to the Board of Regents, every semester.

- (4) Oversee all official documents issued by the Congress.
- (5) Appoint faculty to Standing Committees, with the concurrence of the FEC.
- (6) Submit a written report about Faculty Congress activities to the NTU Board of Regents for inclusion in their monthly board meeting.
- (7) Serve on the NTU President's Cabinet

b. The Vice President shall

- (1) Serve on the Executive Committee and actively assist the President.
- (2) Perform the duties of the President in the absence of the President, at the President's request.
- (3) Function as the Congress and Executive Committee parliamentarian.
- (4) Act as Treasurer, responsible for all Congress budgetary matters.

c. The Secretary shall

- (1) Serve on the Executive Committee
- (2) Distribute minutes to members, Board of Regents, and administrators, and post announcements and documents of the Executive Committee and Congress.
- (3) Record minutes of meetings of the Executive Committee and the Congress.
- (4) Act as custodian of official Congress documents.
- (5) Conduct the correspondence of the Congress.
- (6) Maintain a list of names, addresses, and phone numbers of Congress members.

B. Faculty Executive Committee (FEC)

1. Membership: President, Vice President, Secretary, the Chair of the Standing Committee on the Dine Philosophy of Education, and 2 Representatives elected by the Faculty Congress.
2. Duties of the Executive Committee:
 - a. Direct the work of the Congress and its Standing Committees.
 - b. Identify goals and set meeting agendas for the Congress.
 - c. Review Congress procedures and structure and make recommendations for their improvement.
 - d. Appoint, after receiving nominations from NTU administration or student body, all faculty representatives to Congress and NTU committees.
 - e. Represent the faculty to off-campus groups regarding faculty affairs.
 - f. Compose and distribute an Electronic Faculty Newsletter, to include meeting agendas and minutes of meetings. Distribute the Newsletter to administration, student officers, and the Board of Regents
3. Election of Faculty Executive Committee Members:
 - a. The election of Congress Officers and Representatives of the Executive Committee shall be conducted annually at the last regular Congress meeting of the spring semester or at the first meeting thereafter.
 - b. The election shall be chaired by the outgoing President of the Congress.
 - c. The newly elected officers and Executive Committee shall take office immediately following the election.
 - d. Nominations for Faculty officers and Representatives may be submitted to the Executive Committee through the Secretary before the election meeting; additional nominations may be made from the election meeting floor.

- e. The President, Vice President, and Secretary shall not all be from the same discipline area.
- f. Executive Committee Members are elected for one-year terms, but may be re-elected for consecutive terms. If an Executive Committee Member resigns before the end of his/her term, the Executive Committee will fill the vacancy and hold a special election at the next Congress meeting to fill the vacancy for the duration of the academic year.

C. Standing Committees

- 1. Standing Committees of the Faculty Congress shall be created by a majority vote of the Congress.
- 2. The mission, size, procedures and composition of a Standing Committee shall be approved by a majority vote of the Congress.
- 3. Service on Standing Committees is voluntary but central to NTU operations and development and a key component of shared governance. Service on a Standing Committee is, therefore, weighed heavily in the evaluation of faculty for promotion or tenure. Committee appointments are for two-years terms.
- 4. Faculty appointments to Standing Committees are made by the Faculty Executive Committee, after consultation with a nominee's department chair or supervisor or no volunteers have accepted to be members of the committees.
- 5. Chairpersons of the Standing Committees shall be elected by the members of the Standing Committees.
- 6. Meetings of Standing Committees shall be conducted by Roberts Rules of Order. Minutes of meetings shall be provided to the Secretary of the Executive Committee.
- 7. The scope, mission, and procedures of each Standing Committee shall be written into the Bylaws of each Standing Committee and shall be attached to this Constitution as an Appendix. All Standing Committees are required to address issues of quality of instruction, student retention, and institutional accreditation standards as they are communicated by the Higher Learning Commission.
- 8. Revisions to the Appendix may be made by 2/3 vote of the members of a

Standing Committee.

9. Appointments to Standing Committees are made by the Executive Committee.
10. Standing Committees shall conduct annual assessments of the effectiveness of their work and report them to the Executive Committee and to the Dean of Undergraduate Studies.
11. Standing Committees shall include the following:
 - a. Student Learning Committee
 - b. Program Review Committee
 - c. Undergraduate Curriculum Committee
 - d. General Education Committee
 - e. Graduate Curriculum Committee
 - f. Faculty Promotion Appeal Committee
 - g. Online Education Committee
 - h. Ad Hoc Committees
 - i. Intervention & Grievance Advocate

Note: Ad-Hoc Committees of the Faculty Congress are temporary and may not last more than one academic year. The need for a permanent committee indicates the need to form a Standing Committee, which may be recommended to the Congress by the Executive Committee and approved by the Congress.

III. AMENDMENTS AND BYLAWS

A. Amendments:

This Constitution may be amended by a two-thirds vote of the Faculty Congress present at a meeting called for this purpose. The proposed amendment must be debated at two consecutive meetings of the Congress before the vote for its adoption. The amendment will then be submitted to the Board of Regents at its next meeting for Board approval. If the Board approves the amendment, it will be recorded in the minutes of the meeting. Disapproval by the Board and its reasons will also be recorded in the minutes of the Board and explained orally to the

President of the Congress at that meeting.

B. Bylaws of the Congress shall include the following:

- a. Interpretations of this Constitution.
- b. Bylaws of the Standing Committees.
- c. Faculty Regulations, as approved by the Congress.

IV. DISTRIBUTION

The Secretary of the Congress shall keep on file a copy of this constitution, its Amendments and Bylaws, shall file a copy with the Dean of Undergraduate Studies, Dean of Graduate Studies, and files or copy with the library and shall make certain that the Constitution appears in the NTU Faculty Handbook.

V. This Constitution shall be fully ratified when it is distributed to and approved by the following groups and/or individuals:

1. Faculty Congress Executive Committee Members.
2. Dean of Undergraduate Studies.
3. President of NTU, for signature.

VI. This Constitution shall become effective when approved by the NTU Board of Regents.

Approved by Navajo Technical University Faculty and Its Officers, this day

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President of the Faculty Congress

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Approved by the Dean of Undergraduate Studies on this day,

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Dean of Undergraduate Studies

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Approved by the President of Navajo Technical University on this day

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President of Navajo Technical University

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Approved by the NTU Board of Regents on this day _____ pursuant to
Resolution of the NTU Board of Regents NTU.