

PUBLIC NOTICE AND AGENDA

FACULTY SENATE
Wednesday, January 20, 2021, 3 p.m.
Microsoft Teams Meeting
Northern Illinois University
DeKalb, Illinois

*All Faculty Senate members will receive an Outlook invitation to this Teams meeting.
Others wishing to join the meeting, please send your request to Pat Erickson at pje@niu.edu.*

I. CALL TO ORDER

II. VERIFICATION OF QUORUM

III. ADOPTION OF THE AGENDA

IV. APPROVAL OF THE NOVEMBER 18, 2020 MINUTES – Pages 4-6

V. PUBLIC COMMENT

VI. FACULTY SENATE PRESIDENT’S ANNOUNCEMENTS

VII. UNFINISHED BUSINESS

- A. Proposed amendment to Faculty Senate Bylaws Article 4.9.1, Committee for Academic Equity and Inclusive Excellence Composition – Page 7
SECOND READING/VOTE
Vernese Edghill-Walden, Vice President for Diversity
Tamara Boston, Program coordinator, Academic Diversity, Equity and Inclusion

VIII. NEW BUSINESS

- A. Proposed amendment to Faculty Senate Bylaws, Article 4.8.1, University Assessment Panel Composition – Pages 8-9
FIRST READING
Carolinda Douglass, Vice Provost, Institutional Effectiveness
Ritu Subramony, Director, Accreditation, Assessment and Evaluation
- B. Proposed amendment to Faculty Senate Bylaws, Article 4.6.2.1, General Education Committee Composition – Page 10
FIRST READING
Omar Ghrayeb, Senior Vice Provost

- C. Proposed 2030-31 academic calendar – Pages 11-13
Beth Ingram, Executive Vice President and Provost
- D. Annual personnel reviews per FS Bylaws, Article 8 – discussion – Page 14

IX. ITEMS FOR FACULTY SENATE CONSIDERATION

- A. Fall Survey on Teaching with Technology and Support
Jason Rhode, Executive Director
Center for Innovative Teaching and Learning
- B. Learning Management System Review
Matthew Parks, Associate Vice President and Chief Information Officer
Division of Information Technology
- C. Faculty Senate Ad Hoc Social Justice Committee update
Ismael Montana, Chair
- D. The Bob Lane Faculty Advocacy Award – call for nominations – Page 15
Submit written letters of nomination to Faculty Senate President Kendall Thu no later than noon Wednesday, Feb. 10, 2021.

X. CONSENT AGENDA

XI. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

- A. Faculty Advisory Council to the IBHE – Linda Saborío – report

IBHE board approves higher education budget requested focused on equity
IBHE News, January 13, 2021 – Pages 16-17
- B. University Advisory Committee to the Board of Trustees – report
Natasha Johnson, Cathy Doederlein, Kendall Thu
Katy Jaekel, Sarah Marsh, Greg Beyer
- C. Faculty Rights and Responsibilities Committee – Peter Chomentowski, Chair – report
 - 1. Proposed instructional and research employee definitions – Page 18
- D. Rules, Governance and Elections Committee – Ben Creed,
Liaison/Spokesperson – no report
- E. Student Government Association – report
Antonio Johnson, President
Bradley Beyer, Speaker of the Senate

- F. Operating Staff Council – Natasha Johnson, President – report
- G. Supportive Professional Staff Council – Cathy Doederlein, President – report

XII. INFORMATION ITEMS

- A. [Policy Library](#) – Comment on Proposed Policies (right-hand column on web page)
- B. [Minutes](#), Academic Planning Council
- C. [Minutes](#), Athletic Board
- D. [Minutes](#), Baccalaureate Council
- E. [Minutes](#), Board of Trustees
- F. [Minutes](#), Campus Security and Environmental Quality Committee
- G. [Minutes](#), Comm. on the Improvement of the Undergraduate Academic Experience
- H. [Minutes](#), General Education Committee
- I. [Minutes](#), Graduate Council
- J. [Minutes](#), Honors Committee
- K. [Minutes](#), Operating Staff Council
- L. [Minutes](#), Supportive Professional Staff Council
- M. [Minutes](#), University Assessment Panel
- N. [Minutes](#), University Benefits Committee
- O. [Minutes](#), Univ. Comm. on Advanced and Nonteaching Educator License Programs
- P. [Minutes](#), University Committee on Initial Educator Licensure
- Q. FS 2020-21 dates: Sep 2, Sep 30, Oct 28, Nov 18, Jan 20, Feb 17, Mar 24, Apr 21
All 2020-21 FS meetings will be held via Microsoft Teams. The Teams meeting link and the agendas will typically be sent via email on the Friday preceding each FS meeting.

XIII. ADJOURNMENT

MINUTES

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Full Transcript

VOTING MEMBERS PRESENT: Allori, Aygen, Berke, B. Beyer, Books, Borre, Buck, Carpenter, Chen, Cheyney, Chomentowski, Clark, Creed, Dmitruk, Doederlein, Duffin, Fanara, Fredericks, Furr, Hunter, Hua, Ito, A. Johnson, L. Johnson, N. Johnson, Jong, Kasper, Keddie, Knoll, Konen, Kuehl, Laben, Lampi, Liberty, Maki, Mayer, McCarthy, McGowan, Mellon, Miguel, Montana, Nesterov, Nicholson (for Royce), Onder, Palese, Penkrot, Petges, Qin, Richter, Riggs, Sharp, Sirotkin, Slotsve, Smith, Subramony, Sullivan, Surjadi, Tatara, Thu, Vahabzadeh, Valentin, Whedbee

VOTING MEMBERS ABSENT: Akst, Clark, Demir, Grund, Hu, Royce

OTHERS PRESENT: Barnhart, Boston, Bryan, Douglass, Edghill-Walden, Falkoff, Groza, Ingram, Isawi, Klaper, McCord, Rhode, Saborío, Schwartz, Stoker

OTHERS ABSENT: G. Beyer, Ferguson, Jaekel, Marsh

I. CALL TO ORDER

Faculty Senate President, **K. Thu**, called the meeting to order at 3 p.m.

II. VERIFICATION OF QUORUM

A quorum was verified

III. ADOPTION OF THE AGENDA

D. Valentin moved to adopt the agenda, seconded by **E. Fredericks**. Motion passed.

IV. APPROVAL OF THE OCTOBER 28, 2020 MINUTES

C. Doederlein moved to approve the minutes, seconded by **E. Fredericks**. Motion passed.

V. PUBLIC COMMENT

VI. FS PRESIDENT’S ANNOUNCEMENTS

VII. ITEMS FOR FACULTY SENATE CONSIDERATION

- A. Advancing Administrative Efficiency
Chris McCord, Senior Advisor to the Vice President, Administration and Finance
- B. Faculty Senate Ad Hoc Social Justice Committee update
Ismael Montana, Chair

VIII. CONSENT AGENDA

IX. UNFINISHED BUSINESS

- A. Proposed amendment to Faculty Senate Bylaws Article 3.3, Faculty Senate Personnel Committee
SECOND READING/VOTE

B. McGowan moved to approve the proposed amendment, seconded by **N. Johnson**.
Motion passed.

Yes – 49
No – 0
Abstain - 0

X. NEW BUSINESS

- A. Proposed amendment to Faculty Senate Bylaws Article 4.9.1, Committee for Academic Equity and Inclusive Excellence Composition
Vernese Edghill-Walden, Vice President for Diversity
Tamara Boston, Program coordinator, Academic Diversity, Equity and Inclusion
FIRST READING

- B. Proposed Field Work Safety Policy
Shannon Stoker, Director, Research Compliance, Integrity and Safety
Josh Schwartz, Lab Manager, Dept. of Geology and Environmental Geosciences

E. Fredericks moved to approve the proposed policy, seconded by **N. Johnson**.
Motion passed.

XI. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

- A. Faculty Advisory Council to the IBHE – Linda Saborío – report

- B. University Advisory Committee to the Board of Trustees – report
Natasha Johnson, Cathy Doederlein, Kendall Thu
Katy Jaekel, Sarah Marsh, Greg Beyer
- C. Faculty Rights and Responsibilities Committee –
Peter Chomentowski, Chair – report
- D. Rules, Governance and Elections Committee – Ben Creed,
Liaison/Spokesperson – no report
- E. Student Government Association – report
Antonio Johnson, President
Bradley Beyer, Speaker of the Senate
- F. Operating Staff Council – Natasha Johnson, President – report
- G. Supportive Professional Staff Council – Cathy Doederlein, President – report

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and the agendas will typically be sent via email on the Friday preceding each FS
meeting.
- R. Potential mental health resource syllabus statements

XIII. ADJOURNMENT

D. Valentiner moved to adjourn, seconded by **B. McGowan**. Motion passed.
Meeting adjourned at 4:40 p.m.

Proposed amendment to Faculty Senate Bylaws
Article 4: Academic Councils and Committees of the University

The proposal is to add one voting seat to the committee, an instructor, as they support faculty in executing the mission and vision of the university. Instructors, like faculty, assist in developing students' professional and academic growth and provide another perspective in achieving our goals for closing the academic equity gaps to achieve student success.

4.9 Committee for Academic Equity and Inclusive Excellence (CAEIE)

4.9.1. Composition Membership of the committee shall consist of the following:

- Chief Diversity Officer, ex officio, nonvoting;
- Director, Center for Black Studies, ex officio, voting;
- Director, Center for Latino and Latin American Studies, ex officio, voting;
- Director, Center for the Study of Women, Gender, and Sexuality, ex officio, voting;
- Director, Center for Southeast Asian Studies, ex officio, voting;
- Director, Disability Resource Center, ex officio, voting;
- Director, Asian American Studies Certificate, ex officio, voting;
- Representative from the Office of the Vice Provost for Undergraduate Academic Affairs, nonvoting;
- Representative from the Division of Student Affairs, nonvoting;
- Representative from the Office of Student Engagement and Experiential Learning;
- One faculty member from each degree-granting college, voting;
- One instructor, voting;
- Director, Testing and Academic Affairs Research Support, ex officio, nonvoting;
- One supportive professional staff member, voting;
- One curricular associate dean, nonvoting;
- One undergraduate and/or graduate student, voting.

Faculty and staff members shall be appointed to serve three-year staggered terms beginning in the fall semester, not to exceed two consecutive terms. All other members, or their designees, shall serve continuous terms. Members shall be appointed by the Provost.

Proposed amendment to Faculty Senate Bylaws
Article 4: Academic Councils and Committees of the University

4.8.1.3 Staff Representation- Removing position

Streamlined processes through reduction of one staff position as reflected by the collaboration in assessment processes across student affairs and academic support units

4.8.1.5 Administration Representation- Removing position due to position elimination

4.8 University Assessment Panel

4.8.1 Composition The University Assessment Panel shall consist of the following members:

4.8.1.1 Chair The vice provost for institutional effectiveness who shall serve as the chair of the University Assessment Panel, ex officio, nonvoting.

4.8.1.2 Tenured and Tenure-Track Faculty Representation Tenured and tenure-track faculty members from each of the colleges, as follows:

(A) Fourteen tenured and tenure-track faculty representatives shall be chosen as follows: One from the College of Law; two each from the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, and Visual and Performing Arts; and three from the College of Liberal Arts and Sciences (one each from the areas of humanities, the social sciences, and the natural sciences);

(B) Tenured and tenure-track faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester.

4.8.1.3 Staff Representation

~~(A) One staff member from the student affairs units, appointed by the chief Student Affairs officer;~~

(B) One staff member from academic support **and/or student affairs units**, appointed by the vice provost for undergraduate academic affairs.

4.8.1.4 Libraries Representation

(A) One staff or tenured or tenure-track faculty member from the University Libraries.

4.8.1.5 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the panel. The appointments shall be made by the president of the Student Government Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such terms shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

4.8.1.56 Administration Representation

(A) One associate or assistant dean responsible for curriculum assessment, appointed by those persons; they shall serve a two-year term beginning in the fall semester;

(B) Director, Accreditation, Assessment, and Evaluation, ex officio, nonvoting, serving as an assistant chair;

~~(C) Associate vice provost for curriculum, ex officio, nonvoting;~~

(D) Associate director, Educator Licensure and Preparation, ex officio, nonvoting.

**Proposed amendment to Faculty Senate Bylaws
Article 4.6.2.1 General Education Committee Composition**

This proposal is to update the General Education Committee, Administrative Representation, to accurately reflect the ex officio members who serve from the Provost's office.

**ARTICLE 4:
ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY**

4.6.2 General Education Committee

4.6.2.1 Composition

(A) Administrative Representation

1. One advisor shall be elected by and from the persons with overall responsibility for undergraduate advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall serve ex officio without a vote.

2. The following shall serve ex officio without a vote: the vice provost responsible for undergraduate education; ~~the associate vice provost for academic affairs; and associate vice provost for academic assessment.~~ and one designee of the provost from the Office of Institutional Effectiveness.

ACADEMIC CALENDAR 2030-2031

FALL SEMESTER 2030		
August 19-23	Monday - Friday	Faculty meetings
August 26	Monday	Classes begin
September 2	Monday	Labor Day (university closed)
November 27	Wednesday	Thanksgiving break begins (no classes on Wednesday)
December 2	Monday	Classes resume
December 7	Saturday	Classes end
December 9-14	Monday - Saturday	Final examinations
December 14	Saturday	Fall graduate commencement
December 15	Sunday	Fall undergraduate commencement
SPRING SEMESTER 2031		
January 6-10	Monday - Friday	Faculty meetings
January 13	Monday	Classes begin
January 20	Monday	Martin Luther King, Jr. Birthday (university closed)
March 9-16	Sunday - Sunday	Spring recess
March 17	Monday	Classes resume
April 20	Sunday	Honors Day
May 1	Thursday	Classes end
May 2	Friday	Reading Day
May 3, 5-9	Saturday, Monday - Friday	Final examinations
May 9	Friday	Spring graduate commencement
May 10	Saturday	Spring undergraduate commencement
SUMMER SEMESTER 2031		
June 16	Monday	Classes begin
July 4	Friday	Independence Day observed (university closed)
August 10	Sunday	Summer session ends

GUIDELINES AND PRINCIPLES FOR ESTABLISHMENT OF THE ACADEMIC CALENDAR

1. Instruction in the fall semester will begin on the last Monday in August and end on a Saturday in December that falls between December 5 and 11. Final examinations for the fall semester will begin on the first Monday after the last day of classes and conclude on Saturday of that same week. Dates for the first day of examinations will range from December 8 to 14.

If the last Monday in August is August 29, 30 or 31, the instruction for that fall semester will begin on the fourth Monday in August and conclude on the first Saturday in December. In any of these events, final examinations will run from December 5 to 10, December 6 to 11, or December 7 to 12, respectively. Graduate commencement will be held on the Saturday that is the last day of final examination week. Undergraduate commencement will be held on the next day, which is the Sunday immediately following final examination week.

2. Instruction in the spring semester will begin on the second or third Monday in January that falls between January 11 and 17, unless this date coincides with Martin Luther King Jr.'s birthday (the third Monday in January). In such an event, instruction will begin on the Tuesday following Martin Luther King Jr.'s birthday. The spring semester will conclude on a Thursday that falls between April 30 (April 29 in some leap years) and May 6. The Friday immediately after the last day of classes will be Reading Day.

University Honors Day will be included in the academic calendar so as to occur each spring on the second Sunday prior to Reading Day (two weeks before the end of the spring semester). In those years when this date is also Easter Sunday, University Honors Day will be scheduled on the third Sunday prior to Reading Day.

Final examinations for the spring semester will begin on the first Saturday after Reading Day and continue Monday through Friday of the next week. Graduate commencement will be held on the Friday that is the last day of final examination week. Undergraduate commencement will be held on the next day, which is the Saturday immediately following final examination week.

3. Fall and spring semesters will formally begin one week prior to the beginning of classes and conclude within one week after final examinations. When classes start on Monday, August 22, faculty meeting week will be adjusted to take place from Tuesday to Friday, August 16 to 19, in order to comply with nine-month faculty contracts (which begin August 16 and conclude May 15).
4. Summer session will begin on the sixth Monday after final examinations of the spring semester and conclude on a Sunday, eight weeks later. Some academic departments may offer limited enrollments in workshops, field trips, or other classes during the four weeks prior to the traditional start of the summer session.
5. Student-faculty vacation periods and holidays will include:

Thanksgiving – the Wednesday prior to the fourth Thursday through Sunday

Period between Christmas and New Years – university usually closed

Martin Luther King Jr.'s birthday – the third Monday in January

Spring recess – the ninth week after the beginning of classes, Sunday - Sunday

Memorial Day – observed the last Monday in May

Independence Day – one day only, observed on Friday when July 4 occurs on Saturday and observed on Monday when July 4 occurs on Sunday

Labor Day – the first Monday in September

6. The academic calendar for the College of Law will conform to the student-faculty vacation periods and holidays in section 5, as amended from time to time, but may otherwise vary from the above guidelines and principles.

These guidelines will provide the necessary 35 days between the end of pre-registration in the fall and the first day of registration in the spring; provide the requested one-week recess between the end of the summer session and the first contract day for faculty in the fall; and allow early access to the summer job market in May for NIU students.

Approved by the University Council April 12, 1978; revised and approved on May 2, 1979; revised and approved on May 2, 1984; revised and approved on March 9, 1988; revised and approved March 20, 1996; revised and approved March 18, 1998; revised and approved February 12, 2003; revised and approved February 16, 2011; revised and approved February 22, 2012; revised and approved April 3, 2013.

ARTICLE 8: PERSONNEL REVIEW RESPONSIBILITIES

The Faculty Senate has the responsibility for annual reviews of the Faculty Senate president/University Council chair and the faculty personnel advisor. In the case of the president/chair, the Faculty Senate evaluation shall constitute the total personnel rating for that portion of the year the position is held. In the case of the faculty personnel advisor, the Faculty Senate evaluation shall constitute one-half of the personnel rating for that portion of the year the position is held. These evaluations shall be forwarded to the executive vice president and provost who shall determine the annual salary increment for the president/chair and who shall determine the salary increment for the faculty personnel advisor after receiving the evaluation given for other professional activities by the faculty personnel advisor's academic department.

8.1 The annual evaluation of the services of the faculty personnel advisor shall be conducted by a committee composed of three members of the Faculty Senate chosen by lot and one member of the SPS Council. The annual evaluation of the services of the president/chair in performance of that role shall be conducted by a joint committee composed of seven members of the Faculty Senate and University Council chosen by lot: Two faculty members from the Faculty Senate; two faculty members from the University Council; one supportive professional staff member from either Faculty Senate or University Council; one operating staff member from either Faculty Senate or University Council; and one student member from either Faculty Senate or University Council. The committee is empowered to seek and receive individual recommendations from the members of the Senate and University Council, and to seek such other information as it may find necessary in order to complete its task. The completed evaluation shall be presented to the Faculty Senate for its endorsement, and then it shall be forwarded to the executive vice president and provost of the university for appropriate action.

Discussion:

The Faculty Senate is asked to consider whether these two annual personnel reviews continue to serve a useful purpose. Thoughts to consider might include:

- In current day circumstances at NIU, are these personnel reviews still necessary to determine annual salary increments for the PC and FPA, both of whom are tenured faculty members?
- Demand on faculty/staff time and energy is already high, and those drafted to serve on these personnel review committees are often unable to complete their duties.
- Evaluation survey completion rates used in the personnel review reports are low (22-26% for PC and 2-6% for FPA over the last three years), calling into question the validity of the survey results.
- Are the personnel reviews of the PC and FPA already taking place organically through the balloting process (annual for PC, biennial for FPA)?
- Could calling for a written annual report from the PC and FPA serve as a valuable alternative to the current personnel review process?

Bob Lane Faculty Advocacy Award

The Bob Lane Faculty Advocacy Award recognizes an NIU faculty member for special service to the faculty.

Submit written letters of nomination, identifying the reasons why the nominee should receive the award, to the Office of Faculty Senate no later than noon Wednesday, February 10, 2021. Those letters will be included in the February 17, 2021 meeting agenda packet, and the Faculty Senate will vote on the recipient at that meeting. The recipient will be honored at the March 24, 2021 meeting.

Award recipients are commemorated on a permanent plaque displayed in the Holmes Student Center, which includes the names of all recipients.

Bob Lane Award Recipients

Dave Ripley – 1995-1996
Ken Bowden – 1996-1997
Lorys Oddi – 1997-1998
Sherman Stanage – 1998-1999
Herbert Rubin – 1999-2000
Robert Suchner – 2000-2001
James King – 2001-2002
David Wagner – 2002-2003
Elizabeth Miller – 2003-2004
Joseph “Buck” Stephen – 2004-2005
Rosemary Feurer – 2009-2010
Charles Cappell – 2011-2012
George Slotsve – 2015-2016
Therese A. Clarke Arado – 2016-2017
Donna Munroe – 2017-2018
Kendall Thu – 2018-2019
Jim Wilson – 2019-2020
Fred Markowitz – 2020-2021



Contact: Melissa Hahn | 217.557.7354 | 217.441.1066 cell | hahn@ibhe.org

Jan. 13, 2021

IBHE BOARD APPROVES HIGHER EDUCATION BUDGET REQUEST FOCUSED ON EQUITY

SPRINGFIELD – The Illinois Board of Higher Education today approved a fiscal year 2022 budget that increases funding to support its continuing efforts to help close equity gaps in higher education outcomes. The budget proposal is \$2.141 billion and would reflect a 4.5 percent (\$92 million) increase for general funds, excluding the State University Retirement System (SURS).

IBHE Chair John Atkinson said, “This budget recommendation reflects a down payment on the strategic plan, which will focus on equity, affordability, and attainment. The best way to make sure that students from underserved communities, students of color, and other underrepresented students can attend and succeed in college is to increase funding for the Monetary Award Program (MAP), our public universities and community colleges.

IBHE knows that increases in funding to community colleges and public universities is critical to the enrollment, retention, and attainment of this most underrepresented group of students. IBHE is proposing a \$5.3 million increase for community colleges and a \$23.2 million increase for public universities. “Despite this difficult time for the state budget, investing in higher education—and with a focus on equity—is essential to help the Illinois economy recover and to assist people in securing good jobs. Our higher education system will not only serve to prepare the workforce but will foster the innovation that spurs the economic recovery,” explained Atkinson.

The budget also includes \$1 million for the public universities to join the national Common App, which simplifies the college application process. “We applaud Gov. Pritzker’s commitment to making college more affordable and accessible. Providing funding to implement the Common App is another way to make his vision a reality,” said Ginger Ostro, IBHE Executive Director.

—more—

Highlights that focus on equity include:

- \$50 million increase for MAP
- \$5.3 million (2 percent) increase for community colleges
- \$23.2 million (2 percent) increase for public universities
- \$1 million for roll-out of the Common App
- Maintained funding for AIM HIGH, which is a merit-based scholarship program
- \$10 million toward financial stability for College Illinois!

The budget recommendation next goes to Illinois Gov. JB Pritzker and the General Assembly for consideration.

#

The instructional and research core of the University shall consist of four categories of members hereinafter referred to as: 1) Faculty, 2) Instructors, 3) Clinical Faculty, and 4) Research Faculty

Section 1: Faculty

Faculty refers to the Tenure/Tenure Eligible Faculty of the University to include all Tenure-track and Tenured Faculty with appointments as Professor, Associate Professor, Assistant Professor, Departmental Chairpersons and professional librarians other than the Dean of the University Libraries. It includes part-time faculty who hold half-time position at Northern Illinois University along with half-time position at an external affiliate institution.

Section 2: Instructors

The Teaching Faculty of the University will include all persons with appointments as lecturer, associate lecturer, and assistant lecturer. This would also include adjunct, affiliate, and visiting faculty including those faculty with a limited contractual relationship with the University, including part-time (adjunct), non-compensatory (affiliate), and visiting faculty. All full-time faculty members in the ranks of faculty assistants, instructors, and lecturers, who currently hold temporary appointments of 50% or more of a normal faculty appointment, including employees who devote 50% or more of their working time to non-instructional duties at NIU are also considered to be instructors.

Section 3: Clinical Faculty

The Clinical Faculty of the University will include all persons with appointments as Clinical Professor, Associate Clinical Professor, Assistant Clinical Professor and Clinical Instructor. It includes faculty members whose primary responsibilities are clinical supervision and/or clinical instruction and non-tenure track in nature. It includes faculty members whose primary responsibilities include providing and/or overseeing the delivery of professional services to individual patients or clients, teaching at the undergraduate and/or graduate levels, involvement in research activities, and non-tenure track in nature. These positions shall be supported in large part by the provision of services, extramural research grants, traditional appropriations, and other non-appropriated funds and purely clinical appointments.

Section 4: Research Faculty

The Research Faculty of the University will include all persons with appointments as Research Professor, Associate Research Professor, Assistant Research Professor, and Post-Doctoral Scholars, are strictly non-tenure track and non-teaching in nature. This shall include Senior Research Appointments and Research Associate Appointments, which are disciplines that focus on research, scholarly, and technical activities. These positions shall be supported in large part by extramural research grants and contracts, and other non-appropriated funds.