

COUNCIL OF CHIEF ACADEMIC OFFICERS

AGENDA

December 14, 2016
9:15 am – 10:00 am
or upon adjournment of SCOCAO
reconvene at noon

The Council of Chief Academic Officers will meet in the Kathy Rupp Room located in the Curtis State Office Building at 1000 SW Jackson, Suite 520, Topeka, Kansas, 66612.

- I. Call To Order**
 - A. *Approve Minutes* Neeli Bendapudi, Chair
November 16, 2016, Meeting p. 2

- II. Program Request**
 - A. *Master of Science in Organizational Leadership (First Reading)* Neeli Bendapudi, KU p. 4

- III. Informational Items**
 - A. *New Center for Entrepreneurship* Graham Glynn, FHSU

- IV. Discussion Items**
 - A. *Update on Board Attainment Goal: Cost-Benefit analysis of developing common online application* Jean Redeker
 - B. *Proposed Revision to Multiple Year Appointment Policy* Robert Klein, KUMC p. 9
 - C. *University Press of Kansas Director Update* Stuart Day, KU

- V. Adjournment**

COCAO Meeting Schedule

AGENDA MATERIALS DUE	MEETING DATES	LUNCH ROTATION
November 23, 2016	December 14, 2016	WSU
December 28, 2016	January 18, 2017	KUMC
January 25, 2017	February 15, 2017	KSU
February 22, 2017	March 15, 2017	PSU
March 29, 2017	April 19, 2017 at KU	KU
April 26, 2017	May 17, 2017	Washburn
May 24, 2017	June 14, 2017	WSU

***Please Note: New Program Proposals are to be submitted 4 weeks prior to the next COCAO meeting for review and processing purposes.**

**Kansas Board of Regents
Council of Chief Academic Officers**

**Wednesday, November 16, 2016
MINUTES**

The Council of Chief Academic Officers met in the Black and Gold/ KSN room located in the Memorial Union at Emporia State University on Wednesday, November 16, 2016, and reconvened at noon.

In Attendance:

Members:	Neeli Bendapudi, KU	April Mason, KSU	Howard Smith, PSU for Lynette Olson
	Tony Vizzini, WSU	David Cordle, ESU	Mike Werle, KUMC for Robert Klein
	Graham Glynn, FHSU	JuliAnn Mazacheck, Washburn	

Staff:	Jean Redeker	Karla Wiscombe	Max Fridell
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Others:	Rick Moehring, JCCC	Andy Bennett, KSU	Lori Winningham, Butler CC
	Michael Jorgensen, WSU	Kim Krull, Butler CC	Brenda Edleston, Cloud County CC
	Alysia Johnston, Fort Scott CC	Mickey McCloud, JCCC	Deanna Mann, Dodge City CC
	Peggy Forsberg, Highland CC	Robin Garrett, Barton CC	Aron Potter, Coffeyville CC
	Michael Jorgensen, WSU	Stuart Day, KU	

Neeli Bendapudi called the meeting to order at 9:32 a.m.

Approve October 19, 2016 Minutes

Tony Vizzini moved, and April Mason seconded the motion, to approve the October 19, 2016 minutes as written. Motion carried.

II. Program Requests

- WSU – Master of Science in Biomedical Engineering (Second Reading)
Tony Vizzini stated there has been no further discussion since the first reading and Michael Jorgensen was available to answer questions.

April Mason moved, and David Cordle seconded, to recommend placing the Master of Science in Biomedical Engineering on the Council of Presidents agenda for approval. Motion carried.

III. Informational Items

- Howard Smith informed COCAO of the addition at PSU of the Education emphasis in Masters of Science in Nursing. PSU also has a deletion of the Clinical Mental Health Counseling emphasis in Master of Science in Counseling.

IV. Updates

- Andy Bennett reviewed items the Council of Faculty Senate Presidents (COFSP) is working on:
 - Credit for Prior Learning AP score agreement
 - If no consensus, COCAO will determine score
 - CLEP exam scores were reviewed
 - Weapons policy survey
 - Contacted Colorado for feedback
 - Goal is to lower anxiety level of students and faculty on campus
 - Determine anxiety level before and after policy is in effect
 - Drafting policy for faculty sabbatical work at the Kansas Board of Regents office

- Update on Board Attainment Goal: Cost-Benefit analysis of developing common online application.

Jean Redeker provided an update on the common online application project. Tim Peterson is gathering information from the institutions' admission officers and from other states. Thank you to the admission officers for taking the time to provide encompassing feedback. A proposed issue paper has been created and is under review.

What we know:

- Currently three major online application systems exist
- Kansas Board of Regents does not have the capacity to develop and maintain an online application system
- Fees could increase approximately \$10.00 per application
- An initial investment could be required by each institution
- An annual subsidy could be required from the legislature
- Costs for sustaining the common online application system at the institutions need to be reviewed
- Concerns about application commonality among institutions need to be addressed
- Application rate to yield rate for common online applications in other states need to be examined

V. Other Matters

- Topics to discuss with the Board of Regents at the breakfast meeting December 15 include:
 - How can COCAO support the Regents as advocates for higher education?
 - Where does the Board of Regents see its role with the 2017 legislature leadership?
 - Provide suggestions for creating a market based and/or an entrepreneurship style pricing for tuition and fees.
- University Press of Kansas Director Search update
 - Search committee has three final candidates
 - A recommendation will be made to the University Press of Kansas Board in December 2016

Tony Vizzini motioned, and David Cordle seconded the motion, to recess until noon. Motion carried.

COCAO reconvened at noon and discussed various topics which included:

- Thank you Emporia State University and David Cordle for their hospitality this month
- Degree attainment goal for institutions
- New overtime rules and classification effect on institutions
- Campus climate after the presidential election
- Future impact for undocumented students
- Update on legislature appointments

There being no other business, April Mason moved, and Tony Vizzini seconded the motion, to adjourn. Motion carried.

The meeting adjourned at 12:34 p.m.

New Degree Request – University of Kansas / School of Business

<u>Criteria</u>	<u>Program Summary</u>
1. Program Identification	MS: Organizational Leadership
2. Academic Unit	School of Business
3. Program Description	The MS-OL program is based on the fundamental principles of business leadership, focusing on the emergent thinking in leading, team-building, ethics, and strategy. This program incorporates useful, practical knowledge balanced across the central components of leadership: human capital management and development, team and organizational leadership, and strategic development and leadership. Although open to the general public, this program is designed to fill a learning requirement identified by the military leadership of Fort Leavenworth.
4. Demand/Need for the Program	In July 2014, the commander of Fort Leavenworth and the Chancellor of Army University, proposed that KU consider establishing a master's degree program focused on leadership. Each year, roughly 1,400 mid-career military leaders attend the Army's Command and General Staff Officer Course (CGSOC) at Fort Leavenworth, the principal target group for the Organizational Leadership program. Approximately 60% of those students do not possess a graduate degree, which is a requirement for further promotion; most of this cohort (840 student leaders) will pursue a master's degree during their ten-month assignment to Fort Leavenworth. Initial student interest was measured in a 2014 survey of 650 graduate degree-seeking officers conducted by the Center for Army Leadership, in which 72% (468 of 650) of respondents replied "likely" or "highly likely" when asked if they would pursue a graduate degree in organizational leadership, were such a program available to them. The results of this survey were the impetus behind a Fort Leavenworth request to the School of Business to consider establishing such a program.
5. Comparative /Locational Advantage	The Edwards Campus Leavenworth location is the ideal site for a master's program in organizational leadership. The location is situated with ready access to both the desired military population that will provide the vast majority of program students, as well as the North Kansas City working professional community. It is also relatively close to the greater Kansas City metropolitan area that serves as the hub for a vast number of federal, state, county, and municipal agencies. Of the 32 public higher education institutions in the Kansas Board of Regents system, two offer graduate degree programs focused on leadership: Washburn University (Building Leadership; Communication and Leadership) and Pittsburg State University (Educational Leadership). However, these programs do not share the same Classification of Instructional Program code used by the Organizational Leadership program, and thus do not share the business-based focus intended for the targeted student population. As a result, the proposed Organizational Leadership program will not duplicate the content or focus of any other program in the Board of Regents system.

	<p>There are five closely-related master’s programs in the Kansas City area: KU Edwards (Management), UMKC (Leading and Managing People), Baker University (Leadership and Organizational Design), Rockhurst University (Management), and Webster University (Change Leadership). However, each of these programs is considered outside reasonable commuting distance from the Leavenworth area (more than one-hour driving time) and, thus, not deemed reasonably accessible to prospective students. Within the Leavenworth area, Webster University offers a master’s program in Management, but the program lacks AACSB accreditation.</p>																																												
6. Curriculum	<p>This master’s program is designed for a one academic year completion. The program combines online classes with in-class instruction, resulting in a hybrid program that balances content delivery while optimizing the personal interaction with experienced faculty in the classroom. Finally, the program is designed on the concept of “stackable certificates” which allow students to continue work toward a KU online MBA, should they so choose.</p>																																												
7. Faculty Profile	<table border="1" data-bbox="526 697 1357 1341"> <thead> <tr> <th data-bbox="526 697 867 774">Faculty Name</th> <th data-bbox="867 697 1070 774">Faculty Rank</th> <th data-bbox="1070 697 1227 774">Highest Degree</th> <th data-bbox="1227 697 1357 774">Faculty FTE</th> </tr> </thead> <tbody> <tr> <td data-bbox="526 774 867 890">Steve Leonard</td> <td data-bbox="867 774 1070 890">Prog Director, Lecturer</td> <td data-bbox="1070 774 1227 890">MS/MA</td> <td data-bbox="1227 774 1357 890">100</td> </tr> <tr> <td data-bbox="526 890 867 926">Todd Ebel</td> <td data-bbox="867 890 1070 926">Lecturer</td> <td data-bbox="1070 890 1227 926">MS</td> <td data-bbox="1227 890 1357 926">50</td> </tr> <tr> <td data-bbox="526 926 867 999">Niki A. den Nieuwenboer</td> <td data-bbox="867 926 1070 999">Assistant Professor</td> <td data-bbox="1070 926 1227 999">Ph.D.</td> <td data-bbox="1227 926 1357 999">100</td> </tr> <tr> <td data-bbox="526 999 867 1073">Jay Lee</td> <td data-bbox="867 999 1070 1073">Associate Professor</td> <td data-bbox="1070 999 1227 1073">Ph.D.</td> <td data-bbox="1227 999 1357 1073">50</td> </tr> <tr> <td data-bbox="526 1073 867 1108">John Sweeney</td> <td data-bbox="867 1073 1070 1108">Professor</td> <td data-bbox="1070 1073 1227 1108">Ph.D.</td> <td data-bbox="1227 1073 1357 1108">100</td> </tr> <tr> <td data-bbox="526 1108 867 1144">Steve Hillmer</td> <td data-bbox="867 1108 1070 1144">Professor</td> <td data-bbox="1070 1108 1227 1144">Ph.D.</td> <td data-bbox="1227 1108 1357 1144">100</td> </tr> <tr> <td data-bbox="526 1144 867 1180">Duane Myer</td> <td data-bbox="867 1144 1070 1180">Professor</td> <td data-bbox="1070 1144 1227 1180">Ph.D.</td> <td data-bbox="1227 1144 1357 1180">100</td> </tr> <tr> <td data-bbox="526 1180 867 1215">Art Hall</td> <td data-bbox="867 1180 1070 1215">Lecturer</td> <td data-bbox="1070 1180 1227 1215">Ph.D.</td> <td data-bbox="1227 1180 1357 1215">100</td> </tr> <tr> <td data-bbox="526 1215 867 1251">Laurian Lytle</td> <td data-bbox="867 1215 1070 1251">Lecturer</td> <td data-bbox="1070 1215 1227 1251">Ph.D.</td> <td data-bbox="1227 1215 1357 1251">100</td> </tr> <tr> <td data-bbox="526 1251 867 1341">Rob Davison</td> <td data-bbox="867 1251 1070 1341">Assistant Professor</td> <td data-bbox="1070 1251 1227 1341">Ph.D.</td> <td data-bbox="1227 1251 1357 1341">100</td> </tr> </tbody> </table>	Faculty Name	Faculty Rank	Highest Degree	Faculty FTE	Steve Leonard	Prog Director, Lecturer	MS/MA	100	Todd Ebel	Lecturer	MS	50	Niki A. den Nieuwenboer	Assistant Professor	Ph.D.	100	Jay Lee	Associate Professor	Ph.D.	50	John Sweeney	Professor	Ph.D.	100	Steve Hillmer	Professor	Ph.D.	100	Duane Myer	Professor	Ph.D.	100	Art Hall	Lecturer	Ph.D.	100	Laurian Lytle	Lecturer	Ph.D.	100	Rob Davison	Assistant Professor	Ph.D.	100
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8. Student Profile	<p>The program serves two primary student groups: 1) the professional military leader seeking advanced education and already vested in a military career, and 2) the professional working adult, interested in career advancement and advanced education who is already working in this field or seeks to change careers. Moreover, because the program was designed to suit a specific need identified by the Fort Leavenworth military community, the main student cohort for the MS-OL program will be student officers assigned to the area on a ten-month rotation.</p>																																												
9. Academic Support	<p>The Organizational Leadership program will leverage existing academic support personnel at the Edwards Campus Leavenworth location for Student Services, and faculty will provide advising support during the academic year as required.</p>																																												
10. Facilities and Equipment	<p>All necessary facilities, equipment and space will be provided by the Edwards Campus Leavenworth location.</p>																																												

11. Program Review, Assessment, Accreditation	This program will be accredited by the Association to Advance Collegiate Schools of Business (AACSB), and will be subject to a periodic five-year review as a degree-granting program within the School of Business.																													
12. Costs, Financing	<table border="1" data-bbox="526 239 1487 436"> <thead> <tr> <th data-bbox="526 239 675 317">Program Year</th> <th data-bbox="675 239 846 317">Salaries</th> <th data-bbox="846 239 992 317">OOE</th> <th data-bbox="992 239 1159 317">Equipment</th> <th data-bbox="1159 239 1317 317">Other</th> <th data-bbox="1317 239 1487 317">TOTAL</th> </tr> </thead> <tbody> <tr> <td data-bbox="526 317 675 359">Year 1</td> <td data-bbox="675 317 846 359">103,018.53</td> <td data-bbox="846 317 992 359">0</td> <td data-bbox="992 317 1159 359">0</td> <td data-bbox="1159 317 1317 359">7,500.00</td> <td data-bbox="1317 317 1487 359">110,518.53</td> </tr> <tr> <td data-bbox="526 359 675 401">Year 2</td> <td data-bbox="675 359 846 401">105,078.90</td> <td data-bbox="846 359 992 401">0</td> <td data-bbox="992 359 1159 401">0</td> <td data-bbox="1159 359 1317 401">10,000.00</td> <td data-bbox="1317 359 1487 401">115,078.90</td> </tr> <tr> <td data-bbox="526 401 675 436">Year 3</td> <td data-bbox="675 401 846 436">107,180.47</td> <td data-bbox="846 401 992 436">0</td> <td data-bbox="992 401 1159 436">0</td> <td data-bbox="1159 401 1317 436">12,500.00</td> <td data-bbox="1317 401 1487 436">119,680.47</td> </tr> </tbody> </table> <p data-bbox="526 478 1487 665">Note: Increased/new SCH should generate additional general tuition/fees for KU which should trickle down as additional funds for the Business School. In addition, the new program will generate an average of \$110,000 in business course fees per year over the first three years, as well as an average of \$180,576 in graduate tuition per year over the first three years.</p>						Program Year	Salaries	OOE	Equipment	Other	TOTAL	Year 1	103,018.53	0	0	7,500.00	110,518.53	Year 2	105,078.90	0	0	10,000.00	115,078.90	Year 3	107,180.47	0	0	12,500.00	119,680.47
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**CURRICULUM OUTLINE
NEW DEGREE PROPOSALS
Kansas Board of Regents**

I. Identify the new degree:
MS – Organizational Leadership

II. Provide courses required for each student in the major:

	Course Name & Number	Credit Hours
Core Courses	Managing People / MGMT 706	3
	Accounting / ACCT 706	3
	Statistics / DSCI 706	3
	Marketing / MKTG 706	3
	Strategy and Organizational Design / MGMT 7xa	2
	Ethical Decision Making / MGMT 705	2
	Management Skills and Teams / MGMT 7xb	2
	Leadership Philosophy and Practice / MGMT 710	2
	Managing Strategic Direction / MGMT 728	2
	Leadership Capstone / MGMT 7xc	2
Electives	Economics / BE 718 or Finance / FIN 706	3
	Others as determined on case-by-case basis	TBD
	Articulated from CGSOC Curriculum (see proposal)	6
	Total	30

Fiscal Summary for Proposed Academic Programs

IMPLEMENTATION YEAR: FY 2017

Institution: KU School of Business Proposed Program: Master of Science, Organizational Leadership

Part I. Anticipated Enrollment	Implementation Year		Year 2		Year 3	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
A. Full-time, Part-time Headcount:	20	0	25	0	30	0
B. Total SCH taken by all students in program	480		600		720	
Part II. Program Cost Projection						
A. In <u>implementation</u> year one, list all identifiable General Use costs to the academic unit(s) and how they will be funded. In subsequent years, please include only the additional amount budgeted.						
	Implementation Year		Year 2		Year 3	
<u>Base Budget Salaries</u>	103,018.53		105,078.90		107,180.47	
OOE	0		0		0	
Equipment	0		0		0	
Other	7,500.00		10,000.00		12,500.00	
Total	110,518.53		115,078.90		119,680.47	

Note 1: Estimates for student demand are based on a 2014 Center for Army Leadership survey of student officers, historical data from initial student enrollment for the MSB-SCM program offered in the Leavenworth area, the size of the “generalist” student population targeted, and the numbers and types of graduate degree-seeking students in that population. See the base proposal for additional source data.

Note 2: Cost projections for the program reflect five faculty members instructing on an overload basis at a location approximately 45 miles from the Lawrence Campus. “Other” costs as listed above represent an estimate for reimbursement for faculty travel to and from the Edwards Campus Leavenworth location, anticipated costs for potential guest speakers, and classroom materials that may be required by faculty that are not already available at the location.

Indicate source and amount of funds if other than internal reallocation: Increased/new SCH should generate additional general tuition/fees for KU which should trickle down as additional funds for the Business School. In addition, the new program will generate an average of \$110,000 in business course fees per year over the first three years, as well as an average of \$180,576 in graduate tuition per year over the first three years.

Proposed Revision to Annual and Multiple Year Appointment Policy

CHAPTER II GOVERNANCE – STATE UNIVERSITIES

C CHIEF EXECUTIVE OFFICER, FACULTY AND STAFF

2 APPOINTMENTS

b Faculty and Staff

....

vi Annual and Multiple Year Appointments

(1) Except as provided in this section, all appointments of unclassified non-tenure track and non-tenured personnel shall be annual. Every appointment of more than one year shall be subject, on an annual basis, to appropriations being provided by the Kansas Legislature.

(2) University of Kansas Medical Center Tracks

(a) Clinical Scholar Track:

The University of Kansas Medical Center may employ and appoint personnel with clinical responsibilities to ~~full-time~~, non-tenure track positions as determined to be in the best interest of the Medical Center by the Chancellor. Faculty health care practitioners whose sole practice is in connection with a KU practice plan, and/or a KU-affiliated VA hospital or pediatric provider, may be considered full-time solely for purposes of appointment to the Clinical Scholar Track. Faculty health care providers whose sole medical practice is in connection with a KU physician practice plan and who are appointed by the chief executive officer of the University of Kansas Hospital Authority (“KUHA”) to hold the position of Senior Vice President for Clinical Affairs or Physician in Chief of the KU Cancer Center as part of the Medical Center’s clinical integration with KUHA may be considered full-time solely for purposes of appointment to the Clinical Scholar Track as determined by the Chancellor to be in the best interest of the Medical Center. A component of the clinical appointment may include teaching. Contracts shall be renewable and the lengths shall be: Instructor, one year; Assistant Professor, one to three years; Associate Professor and Professor, three years. Three year contracts may be rolling contracts that, unless otherwise specified, annually shall roll over to create a new three-year term. The University may terminate a rolling contract by giving notice, prior to June 30th of any year, that the contract will terminate at the end of the then current contract term. Salary shall be determined each year by the availability of funds and by merit, which includes, but is not limited to, productivity. Contracts may be terminated by mutual agreement of the faculty member and the University. Prior to the expiration of the appointment, and except as provided above with respect to a rolling contract, the University may only terminate the contract for cause, including loss of clinical privileges or loss of clinical employment with the practice corporation or foundation, or financial exigency.

(b) Clinical Track:

The University of Kansas Medical Center may employ and appoint personnel with primarily clinical responsibilities to part-time or full-time non-tenure track positions as determined to be in the best interest of the Medical Center by the Chancellor. A component of the clinical appointment may include teaching. Initial contracts for appointments on this track shall range from one to three year terms and shall be renewable. This Clinical Track includes four ranks: Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor. Criteria for promotion in this track are specific to the applicable school within the Medical Center. The University may terminate a contract by giving notice, prior to June 30th of any year that the contract will terminate at the end of the current contract term. Salary shall be determined each year by the availability of funds and by merit, which includes, but is not limited to, productivity. Contracts may be terminated by mutual agreement of the faculty member and the University. Prior to the expiration of the appointment, the University may only terminate the contracts for cause, including loss of clinical privileges or loss of clinical employment with practice corporation or foundation, or financial exigency.

(c) Educator Track:

The University of Kansas Medical Center may employ and appoint personnel to the Educator Track whose teaching or administrative responsibilities related to medical or healthcare education equal or exceed seventy percent of their total effort in their responsibilities with the University. Appointments may be part-time or full-time, non-tenure track positions as determined to be in the best interest of the Medical Center by the Chancellor. Initial contracts for appointments on this track shall range from one to three years and shall be renewable. The Educator Track includes four ranks: Education Instructor, Education Assistant Professor, Education Associate Professor and Education Professor. Criteria for promotion

in this track are specific to the applicable school within the Medical Center. The University may terminate a contract by giving notice, prior to June 30th of any year that the contract will terminate at the end of the current contract term. Salary shall be determined each year by the availability of funds and by merit, which includes, but is not limited to, productivity. Contracts may be terminated by mutual agreement of the faculty member and the University. Prior to the expiration of the contract, the University may only terminate the contract for cause, including loss of clinical privileges, if any, or loss of clinical employment with practice corporation or foundation, if any, or financial exigency.

(d) Research Track

The University of Kansas Medical Center may employ and appoint personnel to a Research Track whose primary effort is dedicated to research. Appointments may be part-time or full-time, non-tenure track positions as determined to be in the best interest of the Medical Center by the Chancellor. Contracts for appointment shall be one-year and are renewable. The Research Track includes four ranks: Research Instructor, Research Assistant Professor, Research Associate Professor and Research Professor. Criteria for promotion in this track are specific to the applicable school within the Medical Center. Salary shall be determined each year jointly by the dean and department head, and shall be consistent with applicable guidelines/limits of the funding organization and/or the specific grant/contract/award. Prior to the expiration of the contract, the University may only terminate the contract pursuant to the written agreement or for cause, including financial exigency or loss of clinical privileges or clinical employment, if any. Contracts may be terminated by mutual agreement of the faculty member and the University.

(e) Transfer Between Appointment Categories

Full-time faculty members may apply for a one-time, one-way transfer between appointment categories (tenure track, non-tenure track). Upon mutual agreement, transfers from the tenure track to the non-tenure track may be made prior to but no later than the end of the fifth year of employment. For transfers from the non-tenure track to the tenure track, time and title in the non-tenure track does not count toward the probationary period to obtain tenure. Once a transfer from the non-tenure track to the tenure track has occurred, the guidelines for earning tenure apply. Any such appointments must be made in specific compliance with parameters approved by the Kansas Board of Regents. A transfer between tracks remains separate from review for tenure or promotion.

(3) Kansas State University Clinical Track

Kansas State University may appoint clinical faculty to full-time or part-time, non-tenure track positions as determined by the President to be in the best interest of the University. The primary responsibility for persons on these appointments will be teaching and clinical service. A component of the clinical appointment may include opportunity for scholarly achievement.

Contracts shall be renewable and the titles and lengths shall be: clinical assistant professor, one year; clinical associate professor, three years; and clinical professor, five years. Salary will be determined each year by availability of funds and by merit, which includes, but is not limited to, productivity. The University may terminate the contract prior to the expiration of the appointment, only for cause or financial exigency. Notice of non-renewal of the three-year contract and the five-year contract must be given at least 12 months before the expiration of the contract. Faculty members may apply for a one-time, one-way transfer between appointment categories (tenure track, non-tenure track). Once a transfer from non-tenure track to tenure track has occurred, the guidelines for earning tenure apply. Time and title in the non-tenure track does not count toward the probationary period to obtain tenure. Any such appointments must be made in specific compliance with parameters approved by the Kansas Board of Regents.

(4) Other Non-Tenure Track Faculty Appointments

(a) Each University may employ and appoint qualified personnel to other full-time or part-time, non-tenure track faculty positions as determined by the chief executive officer to be in the best interest of the university. The primary responsibility for persons on these appointments shall be one or more of the following: teaching, clinical service, research, outreach and service, or other creative endeavors in academic departments. Titles and ranks shall be determined by the university.

(b) Initial contracts for such appointments shall not exceed three years, may be renewable but may not be rolling. At the end of each three year period, the university shall determine whether to renew each individual appointment made pursuant to paragraph (a) of this subsection and, if so, whether for 1, 2 or 3 additional years. Salary shall be determined each year by availability of funds and by merit, which includes, but is not limited to, productivity. Criteria for promotion, if available, shall be determined by the university and set forth in university policy.

(c) Contracts for appointments made pursuant to paragraph (a) of this subsection may be terminated by mutual agreement of the faculty member and the University. Prior to the expiration of the appointment, the university may only terminate the contract for financial exigency or for cause in accordance with Board or university policy, including loss of clinical privileges, if any, or loss of clinical employment with practice corporation or foundation, if any.

(d) For purposes of the multiple year appointments made pursuant to paragraph (a) of this subsection, full-time faculty members may apply for a one-time, one-way transfer between appointment categories (tenure track, non-tenure track). Once a transfer from non-tenure track to tenure track has occurred, the guidelines for earning tenure apply. Time and title in the non-tenure track does not count toward the probationary period to obtain tenure. A request for transfer from a tenure-track to non-tenure-track appointment must be made prior to but no later than September 1 of the penultimate year of the probationary tenure-track appointment. Any such appointments must be made in specific compliance with parameters approved by the Kansas Board of Regents.

(e) The Board shall review in 2019 the implementation by and impact on the university campuses of this Other Non-Tenure Track Faculty Appointments policy.

(5) Any athletic director or coach of a division I state university may hold a multiple year appointment when the chief executive officer of the university determines such appointment to be in the best interest of the university. Any athletic director or coach of a division II state university may hold a multiple year appointment when the chief executive officer of the university determines such appointment to be in the best interest of the university; however no such appointment shall exceed three years at any given time. Salary shall be determined each year by availability of funds and by merit. The salary of any division II athletic director or coach shall not exceed the monetary salary of the university chief executive officer.

vii Tenure for Tenure-Track Faculty Appointments

(1) This policy applies only to faculty who have been given tenure-track appointments. Faculty who have been awarded tenure may be terminated only for adequate cause, except in the case of program or unit discontinuance or under extraordinary circumstances because of financial exigency.

(2) In the interpretation of the principles contained in paragraph (1) above, the following is applicable:

(a) The terms and conditions of every appointment shall be stated in writing and be made available to the tenure-track faculty member at the time of appointment.

(b) Beginning with the institution's full-time appointment of the tenure-track faculty member, the probationary period shall not exceed seven years. Faculty health care providers whose sole practice is in connection with a KU practice plan, and/or a KU-affiliated VA hospital or pediatric provider, may be considered full-time solely for purposes of appointment to the Tenure Track. Medical school faculty researchers who are employed by the VA or by a pediatric provider to conduct medical research may be considered full-time solely for purposes of appointment to the Tenure Track. Physician faculty whose sole medical practice is in connection with a KU physician practice plan and who are appointed by the chief executive officer of the University of Kansas Hospital Authority ("KUHA") to hold the position of Senior Vice President for Clinical Affairs or Physician in Chief of the KU Cancer Center as part of the Medical Center's clinical integration with KUHA may be considered full-time solely for purposes of appointment to the Tenure Track as determined by the Chancellor to be in the best interest of the Medical Center. The chief executive officer, or the chief executive officer's designee, may at his or her discretion reduce the probationary period at the time of appointment if it has been determined that the faculty member has served a partial probationary period at a comparable institution and such reduction is in the best interests of the institution. In no instance, however, may the probationary period for a tenure-track faculty member be reduced to less than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notices should be given at least one year prior to the expiration of the probationary period if the tenure-track faculty member is not to be continued in service after the expiration of that period.

(c) If an untenured faculty member becomes a parent through birth, adoptive placement, or adoption of a child under the age of 5 prior to May 1st of the fifth year of the probationary period, that faculty member, upon notification to the institution's chief academic officer, shall be granted a one-year delay of the tenure review. Notification must occur within 90 days of the birth, adoptive placement, or adoption. Faculty members retain the right to opt out of this interruption policy.

- (d) Under unexpected special and extenuating circumstances, prior to the sixth year of service, and at the request of the faculty member and the appropriate dean, the chief academic officer of the university may grant an extension of the tenure clock for a maximum of one year.
- (e) No more than two extensions of the tenure clock may be granted to a faculty member for any reason. Nothing in this provision shall be construed to guarantee reappointment of an untenured faculty member.
- (f) Tenure is a privilege that must be affirmatively granted by the institution in recognition of meritorious performance. Tenure is not a privilege that can be achieved simply through continuous service at the institution, regardless of a faculty member's length of service. Absent an affirmative action by a state university to award tenure, a faculty member shall not qualify for tenure solely by virtue of completing the probationary period.
- (3) Within this general policy, each state university may make such operating regulations as it deems necessary, subject to the approval of the Board.
- (4) Any tenure approved by the institution shall be limited to tenure for the recommended individual at the institution consistent with the tenure policies of that institution. (Effective 11/14/2002)
- (5) In exceptional cases, the chief executive officer at a state university may hire faculty members with tenure without their having completed a probationary period.
- (6) Decisions of the chief executive officer shall be final and are not subject to further administrative review by any officer or committee of the institution or by the Board of Regents.