NATIONAL INTELLIGENCE UNIVERSITY

FACULTY AND STAFF HANDBOOK

January 2024

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1. PRESIDENT'S WELCOME

John R. Ballard, Ph.D.

Welcome to the National Intelligence University, operating as the academic hub for the Intelligence Community (IC) and broader Federal Government. NIU prepares intelligence and national security professionals to be tomorrow's strategic leaders. NIU will help chart how the IC prepares future generations of professionals to address emerging national security challenges through higher education best practices. NIU's unique value resides in our fully immersive, classified academic experience where professionals from around the Federal Government study, conduct research, and learn together about our nation's most important emergent topics.

Your role as a member of the faculty and staff is central to the work of our University and to our continuing success in educating future generations of intelligence leaders. Faculty members can exercise their roles and responsibilities through teaching, student advising, student research mentoring, individual research, service, and engagement across the University, Intelligence Community, and with academia and the private sector. Staff members are integral to the success of our mission by managing facilities, infrastructure, IT, finance, communications, policies, security, and personnel.

Our priorities are to ensure student success, develop a talented and diverse team, and serve the Nation. Every member of NIU should strive to make the student experience outstanding so they get the most out of their time here and are able to apply their knowledge as they continue on in their careers. We encourage faculty and staff training and development, and welcome diverse perspectives and inclusivity across our workforce. Finally, we all should keep in mind why we are here, to serve with humility, honor, ethics, and values that guarantee the Nation the professionals it deserves to preserve our freedoms and security.

Our University's internal governance structure is essential for ensuring students, faculty, and staff have avenues to share challenges and opportunities. The external governance structure is the mechanism by which we receive stakeholder, DNI, and Board of Visitors guidance. This Handbook describes governance and the procedures and policies it supports and should be viewed as the cornerstone for how our University operates and meets accreditation standards. I believe you will find this Faculty and Staff Handbook a valuable guide as you join our esteemed team and carry out your professional responsibilities. I wish you the utmost success and professional gratification as you serve the Nation at our University.

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John R. Ballard, Ph.D.
President

2. NIU MISSION AND VISION

NIU's Vision is to develop resilient leaders to anticipate and adapt to future threats and provide national decision-makers strategic foresight.

Our Mission: NIU advances knowledge and educates leaders in strategic intelligence to strengthen National Security.

Our Vision: The Intellectual hub for the intelligence profession, enabling leaders to advance our national

NIU programs support the IC, the Department of Defense (DOD) and the military services, and other elements of the federal government with academic and research opportunities centered on understanding and exploring the role of intelligence in U.S. national security. NIU delivers a unique curriculum founded in the knowledge base of the IC to include both classified and unclassified resources. All faculty, staff, and students hold at least top-secret clearances with special caveats. This unique academic environment, coupled with the diverse professional backgrounds of the students and faculty, provide NIU the opportunity to conduct original, intelligence-oriented research that expands the body of knowledge and analytical foundation of topics directly relevant to the IC and national security audiences. The NIU educational experience provides students with the opportunity to build their professional skills while simultaneously expanding their ability to incorporate an understanding of intelligence and the IC to serve the nation in more significant ways.

NIU is the nation's only university dedicated to the profession of intelligence--supporting the intelligence enterprise through teaching, research, and engagement while developing the next generation of national security leaders. With one-year and multi-year degree programs, continuing education and certificate programs, and research and scholarship conducted at the highest levels of classification, NIU drives knowledge across the intelligence enterprise while building partnerships to include government, academe, and the private sector. NIU's programs cater to both In-residence/full-time and part-time students in a variety of educational settings.

3. GOVERNANCE, LEADERSHIP, AND STRATEGIC PLAN OVERVIEW

The NIU is a federal, accredited higher education institution supported through the federal budget process. There are both similarities and important differences distinguishing governance at the University from governance at non-federal academic institutions.

3.1 ACCREDITATION

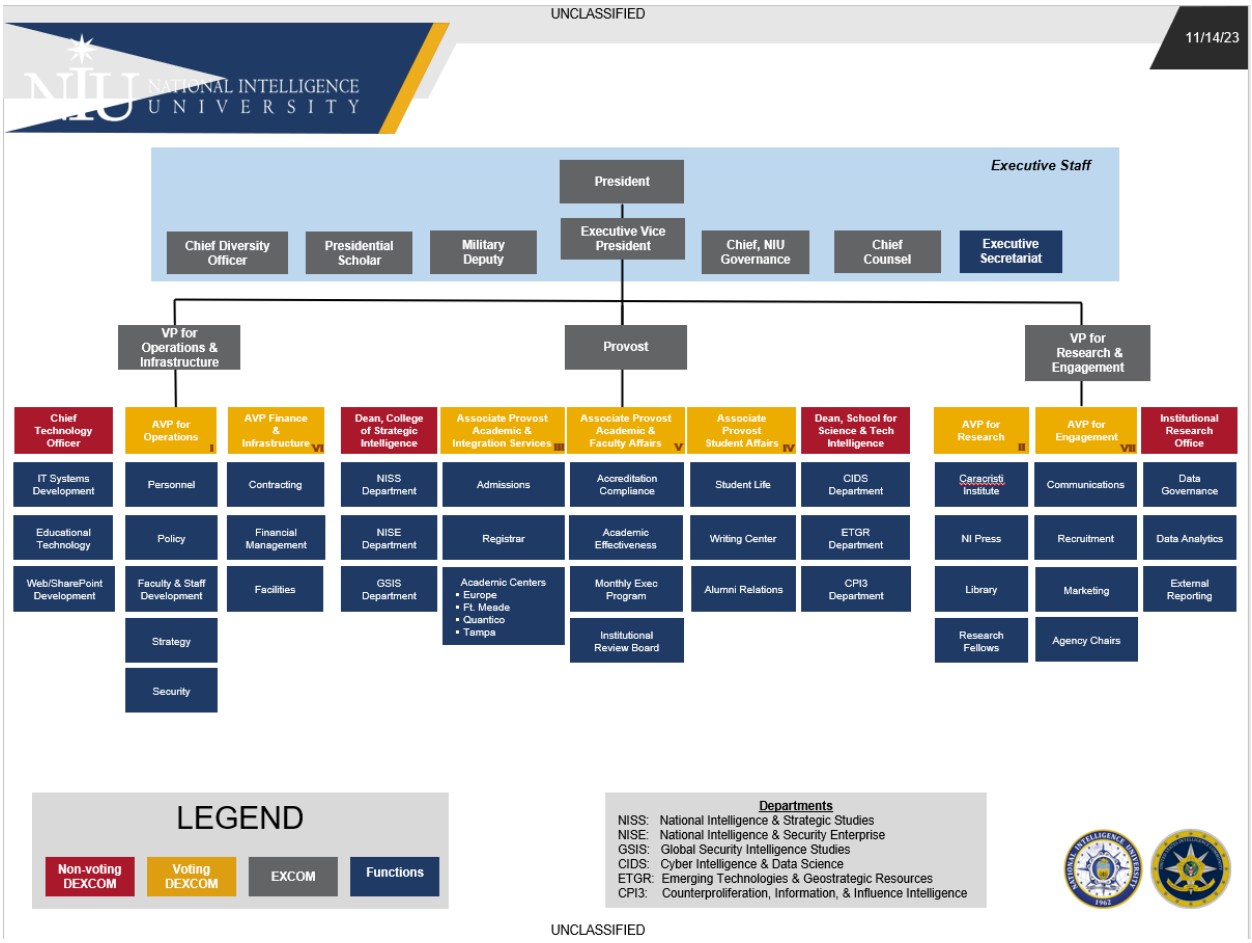
The National Intelligence University is accredited by the Middle States Commission on Higher Education (MSCHE), 1007 North Orange Street, 4th Floor, MB #166, Wilmington, DE 19801. MSCHE is an institutional accrediting agency recognized by the U.S Secretary of Education and the Council for Higher Education Accreditation.

To maintain accreditation, institutions undergo a comprehensive evaluation process every eight years. The evaluation cycle includes the submission of a self-study report and an on-site visit by an accreditation team composed of experienced professionals from other institutions. Additionally, NIU submits Annual Institutional Updates as part of an eight-year accreditation review cycle.

NIU is also accredited by the Chairman of the Joint Chiefs of Staff, as a program for in-residence Joint Professional Military Education (JPME) Phase I. Students are not authorized to self-select for the JPME program. Students must be Service-nominated and selected and qualified to enroll in the In-residence/full-time students master's degree program. Students are notified of their selection for the program in the summer before NIU orientation. The JPME Program Director receives notification of names of students for the JPME program from the Services via the Senior Service Advisors in June before the new academic year. NIU Alumni, part-time students coming into the in-resident JPME Cohort, and Reserve and National Guard students approved through their personnel managers are accepted during June and July. Other students may be accepted upon arrival by exception (during orientation with permission from their services) or the occasional civilian wishing to pursue JPME credit for professional reasons. Enrolled students in the JPME Phase I program must complete the full curriculum for the MSSI or the MSTI degree, take the designated JPME courses with the academic year JPME cohort, and complete a Joint Doctrine Exam. Interested students may contact the JPME Program Director for further details.

3.2 ORGANIZATIONAL STRUCTURE

The University employs a shared governance model that is presented in the form of the Executive Committee (EXCOM), the Deputy Executive Committee (DEXCOM), and internal decision-making bodies.



3.3 UNIVERSITY GOVERNANCE COMMITTEES AND GROUPS

Academic Affairs Committee (AA): This standing resident committee chaired by the Provost generally convenes bi-weekly to discuss the creation, implementation, review, and alignment of academic policy, standards, scheduling, and whole-of-university support to the Academy. Academic Affairs Committee membership consists of the Associate Provost for Academic and Faculty Affairs, the Associate Provost for Student Affairs, the Associate Provost for Academic Integration and Services (aka., the Three Associate Provosts), the Executive Assistant to the Provost, Deans, Associate Deans, Program Directors, Registrar, Director of Admissions, and other invited members as required.

Academic Standards Committee (ASC): POLICY UNDER REVIEW The ASC is an ad hoc administrative committee designed to address relevant issues not covered in Faculty and Student Grievance Policies. The ASC is Co-Chaired by the Graduate Program Directors of the College of Strategic Intelligence (CSI) and the Oettinger School of Science and Technology Intelligence (SS&TI). Activities include, but are not limited to, academic integrity, grade appeals, student dismissal appeals, and admissions appeals. Please see reference to Academic Integrity and Ethical Standards Policy on p. 42.

Academic Rank Review Committee (ARRC): POLICY UNDER REVIEW Faculty members may request academic rank or advancement in academic rank once per calendar year by submitting a package through their respective supervisory chain to the Associate Provost for Academic and Faculty Affairs. See 4.2. Faculty Rank on p. 12.

Board of Visitors (BoV): The BoV provides oversight to NIU and its President consistent with roles and responsibilities for governing boards as described by MSCHE and as implemented through MSCHE Standard of Accreditation VII, Governance, Leadership, and Administration. Pursuant to Section 3227c, Title 50, U.S. Code, the Federal Advisory Committee Act continues to apply to the NIU BoV.

Council on Assessment (COA): The NIU COA is a standing body convened under the auspices of the NIU Education Council and DEXCOM. The COA serves as the action arm of the Education Council responsible for monitoring of academic policies, strategic planning, and action plans that confirm continued compliance with all accrediting body standards. COA members are appointed by the Executive Vice President and are typically in the position for term lengths to coincide with an accreditation review.

Curriculum Working Group (CWG): CWGs are critical components of the NIU academic review process. The CWG is the academic Program Directors' forum for addressing proposed change to the curriculum from faculty members or as identified by regular assessment processes or external review activity. CWGs may be convened independently by CSI or SS&TI to focus on a single degree program or chaired jointly by CSI and SS&TI to focus on matters of shared concern. Attendees may vary depending on the nature of the topic; however, the permanent members are the Program Directors, and Department Chairs.

Diversity, Equity, Inclusion, and Accessibility (DEIA): The DEIA Committee is composed of 14 faculty and staff members who act on behalf of the organization to launch and support diversity, equity, inclusion, and accessibility initiatives. The committee is a critical driver in fostering organizational change, establishing a dedicated focus on DEIA priorities, and promoting the DEIA related programs. The Committee works closely with the DEXCOM and EXCOM to ensure alignment with NIU's strategic plan and to accelerate DEIA goals.

Deputy Executive Committee (DEXCOM): The DEXCOM is the second highest governing body of the University, and its members are responsible to the NIU EXCOM for the day-to-day operations of NIU. The DEXCOM is managed and chaired by the NIU Executive Vice President who serves as a non-voting member.

Education Council: Chaired by the Provost, the Education Council generally convenes monthly to focus on issues affecting the curriculum, student learning, and assessment. This body is responsible for ensuring consistency of NIU's curriculum across all programs. The Education Council's agenda is generally determined by the CSI and/or SS&TI's CWG(s) or as identified via regular assessment or external review activity. The meetings provide a transparent venue for discussion and collaboration as well as a convenient means of communicating results to multiple stakeholders. The Education Council membership consists of the Provost, the Three Associate Provosts, Deans, Program Directors, Registrar,

Director of Admissions, Department Chairs, Service Chairs, IC Agency Chairs, the Faculty Senate Chair, and other invited members as required.

Executive Committee (EXCOM): The NIU EXCOM is the highest governing body within the University and is responsible for establishing the mission, goals, strategic priorities, and budgetary execution guidance for NIU under the direction of the DNI and BoV. The President of NIU is the Chair of the EXCOM and the EVP is responsible for its management.

Faculty Meetings: Deans and Department Chairs may hold faculty meetings, as needed, on academic or faculty related issues. All faculty members are expected to attend unless excused. Other members of NIU may attend when invited to these meetings to provide additional detail and to participate in discussions associated with their area of expertise.

Faculty Senate: The NIU Faculty Senate, representing the faculty writ large, advises the President, Provost, Deans, and other relevant University officials on matters affecting the academic welfare of NIU, and secures the opportunity for effective faculty participation and communication in the governance of NIU.

IC Agency Chair Council (IC ACC): The IC ACC is comprised of NIU IC Agency Chairs and is Co-Chaired by the VP for Research and Engagement and ODNI's Presidential Scholar. The IC ACC is a whole-of-university asset whose members are assigned to VP for Research and Engagement and serve in any NIU component across the University's teaching, research, and engagement missions. They serve as ambassadors to their home agencies while supporting their respective ODNI DEXCOM member on the NIU IC Senior Advisory Board (SAB).

Institutional Review Board (IRB): The IRB Chair and Vice Chair meet to review the status, prioritization, and provide approvals for human subjects research for the University. These meetings are to protect the rights of all human subjects involved in NIU research.

NIU IC Senior Advisory Board (SAB): The NIU IC SAB serves as the IC-level stakeholder engagement forum to inform the DNI and the President of NIU on strategic IC education and research priorities.

NIU Management Advisory Group (MAG): The purpose of the NIU MAG is to advise the President and other relevant University officials on matters affecting the workforce and to ensure the opportunity for effective staff participation and communication in the governance of the University. It is the forum for discussion and developing recommendations on matters involving the NIU workforce and the welfare of the University.

Student Senate: The purpose of the Student Senate is to advise the President, Provost, and other relevant NIU officials on matters affecting student and academic affairs and to assure the opportunity for effective student participation and communication in the governance of the University.

Town Hall Meetings: The NIU faculty and staff meet minimally once per quarter to discuss University-wide issues and communicate progress on initiatives and plans. All faculty and

staff members are expected to attend unless excused. The Executive Vice President convenes the meeting, the President provides a "State of the University" overview, and each University component is invited to provide updates.

3.4. SHARED GOVERNANCE

NIU employs a shared governance model. The NIU Governance Roles and Responsibilities Policy establishes the internal and external governing bodies of the NIU and promulgates the roles and responsibilities of the University's senior leadership. The roles and responsibilities of faculty and staff within each component of the NIU are addressed in their internal governing documents in terms of oversight, management, and compliance with accreditation standards.

3.5 CAMPUS LOCATIONS

NIU's main campus is located at the Intelligence Community Campus-Bethesda (ICC-B) in Bethesda, Maryland just inside the beltway northwest of Washington, D.C. This location makes it locally accessible to many federal agencies and organizations. NIU has occupied the remodeled Bethesda facility since 2016 and shares the ICC-B with several other IC organizations. The facility supports both In-residence/full-time students and part-time students. The facility houses the classrooms, NIU Library, faculty offices, leadership suites, and staff offices key to operate NIU. The main campus is equipped with robust information systems to support both unclassified and classified research, education, and student support services.

NIU has additional locations (Academic Centers): the Southern Academic Center (SAC), Tampa, Florida; the Quantico Academic Center (QAC), Quantico, Virginia; the NSA Academic Center (NAC), Ft. Meade, Maryland; and the European Academic Center (EAC), RAF Molesworth, United Kingdom.

3.6 STUDENT BODY

NIU has a student body of In-residence/full-time and part-time students. Students either self-enroll or are selected by their home organization(s) to pursue NIU degree or certificate programs. All NIU degree students are U.S. citizens, either active-duty military members, military reservists, or government civilians. Students must hold the required top-secret security clearances. Details regarding NIU's admissions process can be found in the NIU Academic Catalog.

Students may apply to one of four formats:

- In-residence/full-time students (agency nomination required);
- Part-time Evening (no nomination is required);
- The Monthly Executive Program (meets once a month on weekends); and
- Part-time Day (authorizing official's approval is required).

These attendance formats apply to NIU's one-year and multi-year degree programs, continuing education offerings, and certificate programs.

New Student Orientation (NSO): The NSO takes place at the beginning of each new academic year and is designed to familiarize new students with NIU and its procedures. NIU leadership, administrators, faculty, and staff will meet new students. This is overseen by the Associate Provost for Student Affairs.

In addition, NSO activities will include:

- Student In-Processing with Student Affairs, Security, Library, and Information Technology
- BSI CAP 400 Capstone Introduction
- MCR 609 Intelligence Collection
- New In-Resident/full-time Student Orientation and Research Workshops
- Research Topic Refinement and Student-Faculty Engagement

During the NSO, NIU will introduce in-residence/full-time students to the IC's problem set landscape, basics of research design and methods, and fundamentals of the full thesis research process.

3.7 STUDENT RIGHT TO KNOW

Each Student Right to Know item can be found on the NIU public website: https://ni-u.edu/wp/about-niu/institutional-effectiveness/your-right-to-know/

- Tuition and Fees
- Title IV Cohort Default Rate
- Credit Hour Policy
- Transfer Credit Policy
- Articulation Agreements
- Accreditation
- Academic Integrity and Ethical Conduct Policy
- Identity Verification Policy
- Students with Disabilities
- Student Outcomes
- Diversity

3.8 NIU AND ODNI POLICIES

Both NIU and ODNI have a systematic procedure for creating and maintaining policies. The NIU process includes an opportunity for faculty, staff, student governance bodies and others to provide advisory input regarding proposed changes to policies that may impact their respective groups or the University community. The NIU Policy Process Guidance establishes guidelines for the creation of various types of issuances that guide operations at NIU.

The four NIU issuance categories are:

- Organizational (ORG): Examples include charters for governance bodies and governance structure descriptions; signed by the NIU President.
- Academic (ACAD): Examples include Adjunct Policy, Pre-publication Policy, Student Handbook, Faculty and Staff Handbook, and Admission; signed by the Provost or VP for Research and Infrastructure (requires concurrence from the NIU President before signature).
- Administrative (ADM): Examples include Human Resources policies, Information Technology, Security, and Awards; signed by the NIU Executive Vice President (requires concurrence from the NIU President before signature).
- Alumni/Foundation (ALUM): Examples are NIU Alumni Affairs or Foundation documentation; signed by the NIU President.

The NIU Personnel and Policy Director will maintain an NIU issuance tracker that will contain a list of all current and historical policies. NIU issuances will be reviewed on a rolling basis to account for operational changes at NIU and ODNI.

NIU policies are located on the classified NIU Sharepoint and ODNI Policies are located on the classified ODNI Policy webpage.

4. NIU FACULTY

NIU is more than an institution of higher learning; it is a community where faculty, staff, and students of diverse cultures and professional experiences are connected by their interests in the NIU mission. Each is enriched by others' differences. NIU's leadership, faculty, and staff are committed to student learning and achievement for successful outcomes.

4.1. FACULTY OVERVIEW

The NIU faculty consists of six identifiable groups: Cadre, Military, Assignee, Detailee, Contractor, and Adjunct. Some specially recognized individuals may serve as Emeritus faculty and perform limited, specific pro-bono duties for the University.

4.2. FACULTY RANK

Academic Rank: Any faculty member (including Joint Duty Assignees, assigned military, permanent cadre, detailees/assignees, or faculty contractor) may submit a package to be considered for an academic rank consistent with the standards in Academic Rank, U-21-0156/NIU, dated 15 April 2022. Academic ranks are Lecturer, Assistant Professor and Assistant Professor of Research, Associate Professor and Associate Professor of Research, Professor and Professor of Research, Professor of Practice, and Distinguished Professor of Practice. Academic ranks are encouraged for faculty as they recognize the educational experience and expertise of the faculty member.

Faculty members are encouraged to request academic rank or advancement in academic rank once per calendar year by submitting a package through their supervisory chain to the

Associate Provost for Academic and Faculty Affairs. Required contents of the nomination package are identified in the Appendix to U-21-0156/NIU. Upon review of the academic rank packages, the Provost will determine when the Academic Rank Review Committee (ARRC) will meet each year. The candidate's supervisor will verify the nomination package is complete, ensure the candidate meets the minimum requirements for advancement, and forward the nomination package through the appropriate supervisory chain for review. After review, the Deans or Associate Vice Presidents will submit the nomination to the Associate Provost for Academic and Faculty Affairs, indicating concurrence/non-concurrence of the nominee and justification for his or her decision.

The Provost will convene the ARRC after the Associate Provost for Academic and Faculty Affairs has reviewed the nominations packages to ensure they meet the requirements specified in the policy's appendix. The ARRC will be comprised of individuals selected by the Provost and consist of a proportional and inclusive representation form the College of Strategic Intelligence, Oettinger School of Science and Technology Intelligence, and the Office of Research. In general, panel membership should consist of a 3:2 ratio of Professors to Associate Professors.

The designated voting members of the ARRC will forward written recommendations through the Provost, the VP for Research and Infrastructure, and Co-Chairs of the Agency Chair Council, to the NIU Executive Vice President (EVP). The EVP shares his/her perspective regarding the ARRC's recommendation to the NIU Executive Committee. The Executive Committee presents recommendations to the NIU President for final approval.

4.3. FACULTY AND STAFF ACTIVITIES

New Faculty and Staff Orientation (NFSO): All new faculty and staff members, to include adjunct faculty, should attend the first available NFSO after on-boarding at NIU. NSFO is a seminar run by NIU that is designed to acquaint new faculty and staff with NIU's organization, functions, processes, policies, and people. This seminar is typically run once a year; at the beginning of the Academic Year (September-October). Subcomponents of NIU such as the CSI, SS&TI, OOR, and Operations may hold additional orientations as needed.

Faculty and Staff Development: POLICY UNDER REVIEW The chain of command, academic supervisors, and faculty members share responsibility of the faculty development program. The aim of the program is to provide every faculty member, regardless of prior qualifications, continuous opportunities for professional development related to NIU-unique duties (teaching, research, engagement) as well as individual needs and goals.

Lunch and Learn: Faculty members and other University staff may organize informal information sessions on topics of interest pertaining to the University. More information on professional development can be found in 7.4 Professional Responsibilities on p. 39.

Intellectual Property Rights Policy: NIU recognizes and supports faculty, staff, and student intellectual property rights to the fullest extent permitted by law and policy.

With passage of the Intelligence Authorization Act for Fiscal Year 2023 (FY23 IAA) (Public Law 117-263, 23 December 2022), all civilian members of the NIU faculty own the copyright of a literary work produced by that civilian faculty member in the course of their employment for publication in a scholarly press or journal. Thus, civilian faculty members of NIU may assert copyright for certain works produced in relation to their employment at NIU. However, the Director of National Intelligence, may at any time, direct the civilian faculty member to provide the Federal Government with an irrevocable, royalty-free, world-wide, nonexclusive license to reproduce, distribute, perform, or display the work of the civilian faculty author for the purposes of the U.S. Government.

NIU will issue further policy guidance on implementation of these protections. While this guidance is being drafted, students, faculty, fellows, and staff should direct any questions on intellectual property rights to the ODNI Office of General Counsel via their Department Chair, Program Director, Academic Advisor, or supervisor as appropriate. University personnel interested in maintaining intellectual property rights on published work and/or the potential for receiving royalties, honorariums, or patents should consult with their management as early as possible.

Note that whether a student, staff, or faculty member can accept or direct compensation (e.g., royalties, honorariums) for a particular work is a separate question from whether they can assert copyright protection for that work. Government employees are subject to additional laws and regulations regarding ethical conduct and conflicts of interest that may preclude the employee from compensation for a work produced in relation to their employment, on government time, or with government resources.

Additionally, patent rights regarding inventions that may result from faculty or student research are separate from those regarding copyrights. Any patent from such research by a federal government employee related to the employee's official duties, made during working hours, or made with contribution of any Government resources belongs to the U.S. Government.

Any work intended for release to the public is still subject to prepublication security and policy review, as specified by NIU and ODNI. See "Publication Procedures" below and ODNI Instruction 80.04 for additional details.

Publication Procedures: Unclassified materials intended for release to the public are subject to required ODNI prerelease, prepublication review.

Information released from NIU in any form (written, oral, or electronic) to the public must undergo prepublication security and policy review if the information pertains to or mentions:

- Intelligence data.
- Intelligence activities.
- Military matters.
- National security issues.
- Foreign relations.
- Policies or operations of the IC or the U.S. Government.

- Subjects of significant concern to ODNI or the IC.
- Any subject about which the author has had access to classified information during his or her affiliation with NIU, ODNI, or the IC.

NIU personnel, to include students, may publish two types of materials: (1) official, produced as part of one's official NIU duties, and (2) nonofficial, produced outside of one's NIU duties. Official products must undergo the process in IDISCLOSE to ensure that the product does not contain classified or operational security (OPSEC) information and would reasonably not be expected to impair the member's performance of duties, interfere with authorized functions of NIU or ODNI, or have an adverse effect on the security or foreign relations of the United States.

NIU personnel may prepare information in a private and nonofficial capacity for disclosure in the public domain if such action would reasonably not be expected to impair the author's performance of duties, interfere with the authorized functions of the ODNI, or have an adverse impact on the security or foreign relations of the United States. Such information, completed in personal time and not relating to official duties, does not need to be submitted for ODNI Prepublication Review.

ODNI policy specifically recognizes academic freedom at NIU. Students and faculty members of NIU may prepare academic papers and manuscripts for open publication. They may express their views in such materials if those views do not disclose classified or OPSEC critical information or jeopardize IC/DoD interests and the author accurately portrays official policy, even if the author takes issue with that policy.

NIU personnel must obtain their supervisor's concurrence prior to their submission of material to ODNI Prepublication Review. Supervisory concurrence is required by the ODNI policy and is to ensure the individual's supervisory chain (to include the Deans or Associate Vice Presidents) is aware of the submission and has no concerns that the public disclosure would be expected to impair the performance of the individual's official duties or interfere with the authorized functions of NIU.

After completion of the NIU review, NIU personnel may submit the product to appropriate ODNI officials for final clearance and approval for public disclosure in accordance with ODNI Instruction 80.04 and any other associated ODNI policies. Faculty, staff, and students from other elements of the intelligence and national security communities may have additional prerelease, prepublication review requirements imposed by their home agencies and organizations.

Fair Use: The Fair Use Doctrine is a limited exception created by law so that copies may be made for certain nonprofit, educational, or other purposes without the copyright owner's permission. The Fair Use Doctrine is outlined in 17 U.S. Code 107.

Faculty members are allowed to make one copy of the following for the purposes of research, lesson preparation, teaching, etc.:

- A book chapter.

- An article from a periodical or newspaper.
- A short story, essay, poem, etc., whether or not from a collected work.
- A chart, diagram, graph, drawing, cartoon, or picture from a book, periodical, or newspaper.

Faculty members may make multiple copies, not to exceed one copy per student, provided the work meets all the requirements set forth in the U.S. Copyright Office's guidance on the Fair Use Doctrine (www.copyright.gov/circs/circ21.pdf)—tests for brevity, spontaneity, and cumulative effect. The copies must also include notice of copyright as outlined below:

Brevity: The amount of copying is limited as follows:

- For complete works of prose less than 2,500 words, the entire work may be copied. For works greater than 2,500 words, the amount of copying for prose should not exceed 10 percent of the words in the work or 1,000 words, whichever is less (but a minimum of 500 words may be excerpted).
- For illustrations, no more than one chart, graph, diagram, drawing, cartoon, or picture is copied per book or per periodical issue.
- For poems, a complete poem of less than 250 words may be copied so long as printed on no more than two pages. If 250 words or longer, an excerpt of no more than 250 words may be used.

Spontaneity: This test covers reproduction of material for classroom use where the reproduction is unexpected or spontaneous—for example, where an article in the morning's paper is directly relevant to that day's class topic. For this test to be met, (1) the copying must be at the instance and inspiration of the individual teacher, and (2) the inspiration and decision to use the work and the moment of its use for maximum teaching effectiveness are so close in time that it would be unreasonable to expect a timely reply to a request for permission.

Cumulative Effect: The copying is for a single course only—not to be reused in future iterations of the course without securing copyright compliance. Additionally, not more than one short poem, article, story, essay or two excerpts may be copied from the same author, nor more than three from the same collective work or periodical volume during one class term. Finally, there shall not be more than nine instances of such multiple copying for one course during one class term. Note that the last two requirements would not apply to current news periodicals and newspapers.

If faculty, staff, or students have any questions related to the above tests, they should reach out to the staff of the University Library for further assistance.

Each copy must include the following copyright statement:

"This Material May Be Protected by Copyright Law (Title 17, U.S. Code)."

If the intended use does not meet the previous criteria and the work is protected by copyright, the user should obtain permission to use the work from the copyright holder or its agent.

Copyright and Foreign Works: The United States is a member of the Berne Convention, the leading international copyright treaty. As such, when an NIU student, staff, or faculty member uses a copyright-protected work from another country that is also a party to the Berne Convention, the protections provided to works by U.S. copyright law apply in the United States.

Responsibilities: Responsibility for ensuring compliance with copyright requirements, including reproduction under the Fair Use Doctrine, rests with the individual user. When requesting copyright clearances, there are some additional restrictions and allowances to consider:

- Journal articles: The University Library follows the Commission on New Technological Uses of Copyrighted Works (CONTU) guidelines for defining "aggregate quantities." The CONTU guidelines state that requesting and receiving more than five articles from a single periodical within a calendar year or a total of six or more copies of articles published within five years before the date of request would be too many under CONTU.

- Use of electronic materials licensed by ODNI or the IC: The University Library and other IC-available sources have paid subscription licenses for commercial content available electronically. Each commercial vendor includes its own reuse rights. The license's terms and conditions must be consulted to determine permissions. However, providing an electronic link to the material for students is allowed under copyright.

- Photocopying: A single photocopy of a portion of a copyright-protected work, such as a copy of an article from a scientific journal made for research, does not require permission. Any of the following actions would require permission: photocopying all the assignments from a book recommended for purchase by the faculty member, making multiple copies of articles or book chapters for distribution to classmates, or copying material from consumable workbooks. The following notice appears on all photocopiers in NIU and the University Library:

  > "The Copyright Law of the United States (Title 17 U.S. Code)
  > Governs the Making of Photocopies Other Reproductions of
  > Copyrighted Material. The Person Using This Equipment is Liable
  > for Any Infringement."

Obtaining Copyright Permission: When required, permission to use copyright-protected materials should be obtained before using those materials. The staff of the University Library provide assistance once the materials have been identified, and it has been determined that copyright permission is required. It is Library policy for students and faculty to request permission in writing and to ensure that the Library Copyright Officer has a copy

of each permission form or letter. Request forms can be obtained from the Copyright Officer in the University Library. For assistance in obtaining copyright permissions, please contact the Library at library@niu.odni.gov.

Because responsibility for copyright compliance rests with the user, this summary provides general information and tools to assist in making informed decisions regarding appropriate use of copyrighted materials. The following sources provide more information. However, faculty, staff, and students should contact the University Library via their supervisory leadership with any specific questions.

- U.S. Copyright Office, http://www.copyright.gov.
- "Reproduction of Copyrighted Works by Educators and Librarians," http://www.copyright.gov/circs/circ21.pdf.
- Copyright Clearance Center, http://www.copyright.com.

Research: Research is the process of systematic inquiry resulting in the acquisition of new knowledge or the verifying or refuting of existing knowledge. Scholarly activity, in turn, can be viewed as the tangible result of a research effort, such as the writing and publishing of journal articles, monographs and books, and the preparation and presentation of papers.

Scholarship can be broadly defined as investigation in support of the teaching mission. This includes original investigation for class preparation, extensive reading, collation of works of experts, and attendance in workshops and conferences for class development. Research can be defined as the contribution of new, original insights and understanding to the body of intelligence knowledge through analysis or experimentation.

The NIU supports research on intelligence and national security-related issues. Research by full-time NIU faculty, faculty at NIU Academic Centers, and MSSI Reserve faculty is encouraged. Faculty may apply for research funding through the Offices of the Deans. Research requests will be evaluated by the Deans and reviewed by the Provost.

Research funding will be awarded based on the merits of the research proposal and potential impact on the IC or intelligence literature. Research must also align with future-focused intelligence on NIU research areas. Research is also important for lesson preparation. Because of the unique curriculum of the NIU, often it is not possible to obtain "off-the-shelf" reading materials for classroom use. Therefore, faculty members can be expected to devote a considerable effort toward the preparation of written materials for class use.

In addition to eligibility for longer on-site research, faculty are eligible for research funds in support of faculty development visits to military commands or intelligence/national security-related research centers and other appropriate organizations. The goal is to publish findings on topics of interest.

In coordination with individual faculty members, and in view of University's ability to meet teaching obligations, the Deans can allow faculty to perform reduced teaching loads to include academic quarters with no classes, and in some cases longer periods to facilitate

research. The University research mission will guide the evaluation of performance in research. Agreement to accept a reduced teaching load or to enjoy a research period to pursue research is expected to result in a completed research product. Faculty performance appraisals will reflect the success in achieving stated performance goals. Faculty who use University funds for their research travel to a conference, military command, or other research site must submit an after-action report to their respective Dean. The Provost and President may request further information when faculty members are granted reduced teaching load and/or research travel funds.

Research Fair: An important thesis-support activity is the Research Fair in which NIU faculty speak with students about possible topics for their graduate theses. The Thesis Symposium will also be a culminating event for the academic year.

Research Funding: A Thesis Chair may recommend that a MSSI or MSTI degree student pursue travel funds for research. To support this, NIU manages funding to support some student research across the U.S. and overseas. Research Fellows and NIU students in good academic standing are able to apply for funding with approval of their Thesis Chair, Associate Dean, and Dean. Students should check with their academic or research element to learn about the application and funding process. Students must receive an approved memorandum for record outlining those items which will be reimbursed prior to marking personal commitment of funds. The Provost and President may request further information when students are granted research travel funds.

Faculty Opportunities for NIU Courses: Faculty members can continue their own professional development by participating in several venues.

- Continuing Education: a NIU application is required to enroll for credit and take classes like a student; supervisor permission is required.
- Teaching Assistant status: a NIU application is not required; this category is to gain electronic access to class material to prepare to teach designated course(s) as the instructor.
- Observation: a NIU application not required; contact the Instructor of Record to attend a session of interest.

4.4. FACULTY WORKLOAD POLICY UNDER REVIEW

The NIU faculty workload definition relies on an institutional distribution-of-effort model that recognizes teaching, research, and engagement as components of a faculty member's workload. NIU ensures that all faculty assignments are consistent with mission and resources. Each faculty member is assigned a percentage of effort for each component on an annual basis. Faculty workload is described as an annual workload allocated to the activities according to the needs of the institution and the professional development needs of the faculty member. NIU aims to balance consistency to ensure equitable recognition of faculty activity with flexibility to anticipate and respond to changing needs. Faculty supplied by a vendor under contract to ODNI are required to be scheduled to teach the number of

classes as outlined in the Statement of Work in the contract. Once approved, this revised policy will be found on the NIU classified share point policy portal.

5. ACADEMIC ACTIVITIES

All NIU instructional activities support student learning and achievement. Processes associated with delivering a quality educational experience are described below.

5.1 INSTRUCTIONAL ACTIVITIES

Academic Freedom: NIU faculty will read and adhere to the NIU Academic Freedom and Non-Attribution Policy. Once approved, this revised policy can be found on the high side NIU policy page.

Academic Course Assignments: Full-time NIU faculty members, who are not administrators, are expected to teach courses each academic year over the fall, winter, spring, and summer terms. Program Directors, in consultation with the Dean, Associate Dean, Departments, and faculty members schedule classes. If possible, faculty will be limited to no more than two classes per quarter. Any tasking above that level will be coordinated with the individual faculty member.

Teaching and Related Activities: Faculty can be expected to teach in any of the NIU programs (day, evening, weekend) and at locations that meet the student academic loading requirements. In addition to classroom preparation and engagement, faculty may engage in related activities such as academic advising and administrative tasks, both to support and enhance teaching. Examples include classroom instruction; directing seminars, exercises, war games, and simulations; directing an independent study; preparing, administering, and grading tests; evaluating student projects; and advising on the development and writing of research papers and theses. Faculty members should strive to master at least two core courses and an elective and be up to date on the use of class aids including Blackboard, PowerPoint, VTC, web teaching tools, and other web applications. Contact the NIU Information Technology office via email on JWICS: NIU_IT_Support@coe.ic.gov

All sections of a course are typically capped at 15, and are not to exceed 20 students, based upon demand and faculty availability. If a course section consequently has students placed on a wait list, it is up to the Dean and/or Program Director to discuss with the faculty to either agree to an overage in the one course or set up another iteration of the course if resources allow. Waitlisted students are not guaranteed a seat in a course. Registration is initially set up by priority based on student's program format, location, and degree specifications. Open registration is first-come-first served after priority registration has concluded.

Textbook Selection: The Course Director of graduate core courses must coordinate textbook changes with the teaching faculty. Any changes should be in consultation with both graduate Program Directors. Upon approval, the Course Director should use the NIU Library Form "Course Book Orders" and route through the appropriate graduate Program Director for approval no less than eight weeks from the term beginning. The Course Directors of

elective courses have greater latitude to change textbooks but should coordinate with all teaching faculty before doing so. New textbooks for electives follow the same procedure as above. For faculty understanding, all textbooks are loaned to students and not permanently issued. Students will have to return textbooks at the end of each quarter before receiving new ones. Faculty members should remind students to return textbooks to the Library.

Before pursuing the purchase of a new textbook(s), the faculty member should assess the amount of required reading, the emphasis placed on the readings in the lesson plan, and most importantly, the nature of the reading itself. Supplemental readings from novels, autobiographies, agenda/political works, and other non-academic sources can be procured in a limited number through the Library, or the faculty member can produce copies in accordance with public domain/copyright directives as described in this handbook.

Class Roster: Faculty will track student attendance for the first four weeks of each quarter using the Blackboard attendance function. If the students are marked as absent for four weeks, they will be removed from the class and considered enrolled, but a no show.

Feedback and Assessment: Prior to the last class session, faculty members should remind students of the importance of student feedback in the form of student surveys, which are key to justify curriculum improvements. The Associate Provost of Student Affairs manages the feedback process and will ensure that all feedback is distributed to the faculty. Feedback covers areas from texts to desired student outcomes. Student surveys for each course are sent to students toward the end of the term and serve as a significant means of indirect assessment of student learning effectiveness compared with the student learning outcomes for the course. These surveys are reviewed by the Provost, Associate Provosts, Deans, Associate Deans, and Program Directors to assess course effectiveness with the student learning outcomes and course execution.

Course Assessment Plans (CAPs) and Course Assessment Reports (CARs): Appointed by the academic Program Directors in consultation with the Deans, Course Directors (CD) develop and maintain a Master Course Assessment Plan (Master CAP) and Master syllabus for each of their assigned courses. The Master CAP and Syllabus serve as a directive to course faculty and clearly articulate the course title, course description, session topics, and Student Learning Outcomes (SLO). In collaboration with the course Quality Circle (QC), each CD will develop a set of deliverables with associated rubrics or other assessment instruments that map to the SLOs. CDs will ensure all teaching faculty have access to these documents and will ensure teaching faculty employ them in a consistent manner through use of interrater reliability and validity testing of rubrics and assessment instruments. After fully developing these documents, the CDs will post these and other relevant course materials to the Master Course Template in the Learning Management System. They will then work with other teaching faculty to review and approve syllabi associated with their courses.

Any assessments of student learning that vary from the master syllabus must be reviewed and approved by both the CD and the members of the associated QC. SLOs should be the same on the master syllabus and all individual syllabi and may change only after the QC, Curriculum Working Group (CWG), and the Education Council assess the data. The Master Syllabi for the academic year are to be completed (with any required approvals by the QC,

CWG, or Education Council) no later than one full month prior to the start of the academic year. Teaching faculty will post their section-specific syllabi for student reference no later than one week prior to the start of the course.

At the end of each teaching quarter, faculty will assess their section's evidence of student learning and submit a CAR to their CD. In addition to providing important data to the relevant Course Director, these individual section reports, in many cases, provide data that support higher level program assessments. In addition to submitting required Plans and Reports, individual faculty will maintain local copies of all assessment records in accordance with the Faculty Assessment checklist available in the Program Review Process Guide, Part VII. The Associate Provost for Academic and Faculty Affairs is the proponent of the Program Review Process.

Course Syllabi: Individual faculty will use the master syllabus created by the Course Director to develop their syllabus for their assigned section. The course syllabus should be completed one week prior to the course start and posted on both Blackboard and JWICS SharePoint sites. The Course Director is responsible for reviewing the syllabus prior to being posted for students. The teaching faculty member will include the following in the section syllabus:

- Basic Course Information (course name, classroom number, meeting time, etc.)
- Instructor Contact Information
- Course Description (not to be changed without approval of Program Director)
- Contribution to Mission (not to be changed without approval of Program Director)
- Student Learning Outcomes (not to be changed without approval of the Program Director) and a Learning Outcome mapping matrix
- Course Deliverables, including Grading Criteria and Rubrics
- Grading Instrument
- Reading List
- Sessions Schedule

Thesis Committee and Advising: The Thesis Committee consists of the Thesis Chair and at least one Thesis Reader. Faculty members serving as a Thesis Chair must make every effort to aid the student in navigating the thesis process and completing their thesis. Thesis Chairs must be full-time, military reserve, or selected adjunct faculty members (approved by the Deans) who are actively teaching. Thesis Readers can be any faculty member, academic professional, IC professional, or other subject matter expert possessing a graduate degree from an institution accredited by one of the accrediting bodies recognized by the U.S. Department of Education. Thesis Reader(s) should hold expertise in the thesis topic and an active security clearance if applicable to the topic. The Associate Dean may approve a faculty member ending their Thesis Chair commitment only under compelling circumstances.

Graduate Thesis: Students conclude the thesis process by successfully completing the thesis courses (700 series) and ultimately producing an approved graduate thesis. To graduate, students must also submit the specified forms for their committee: thesis

proposal, human subjects training letter, and, if applicable, Institutional Review Board review and approval, by the specified due dates for the academic year.

In-residence/full-time students: Phase 1 Pre-Term, Research Basics: During this period, NIU will introduce in-residence/full-time students to the IC's problem set landscape; basic of research design and methods; and fundamentals of the full thesis research process.

- Students typically take MCR 701 in the Fall Quarter at NIU.
- Students are expected to secure a Thesis Chair and Ready by the end of MCR 701.
- Students must pass MCR 701 to advance in the thesis process.
- The Thesis Chair is responsible for submitting a completed thesis package in accordance with the academic calendar during the Winter Quarter to the appropriate Assistant Dean and Staff Assistant.
    - T-1 Form, Blocks 1 and 2 completed
    - T1-B Form
    - Data Collection Strategy Checklist (DCS_1)
    - Final Thesis Proposal
- The Assistant Deans forward all packages to the IRB for Human Subjects Review.
- The Registrar notifies the student, Chair, Assistant Dean, Staff Assistant, and IRB (if applicable) that the Thesis Proposal has been formally accepted.
- The Registrar enrolls the student in MCR 702 with their Chair.

Part-time Students:

- Students typically take MCR 701 in the Spring Quarter of their first year at NIU.
- Students should have completed a draft Thesis Proposal at the end of MCR 701.
- Students typically secure a Thesis Chair and reader and finalize their Thesis Proposal by the Summer Quarter of their first year at NIU.
- Thesis chair submits the completed thesis package to the appropriate Assistant Dean and Staff Assistant before the Fall Quarter of the second year.
- Students who do not intend to graduate in June of their second Academic Year must consult with the Thesis Chair to determine when they are ready to enroll in MCR 702.
- The Thesis Chair is responsible for submitting a completed thesis package in accordance with the academic calendar during the Winter Quarter to the appropriate Assistant Dean and Staff Assistant.

    - T-1 Form, Blocks 1 and 2 completed
    - T1-B Form
    - Data Collection Strategy Checklist (DCS_1)
    - Final Thesis Proposal

- The Assistant Deans forward the package to the IRB for Human Subjects Review.
- The Registrar notifies the student, Chair, Assistant Dean, Staff Assistant, and IRB (if applicable) that the Thesis Proposal has been formally accepted.
- The Registrar enrolls the student in MCR 702 with their Chair.

All Students:

- MCR 702 Thesis Research: This Pass/Fail course is supervised by the student's Thesis Chair. Students will gather and analyze data in support of their thesis and begin to produce written chapters of the thesis. This is not a formal classroom course.

- MCR 703 Thesis Writing: After passing MCR 702, the student submits a request to the Registrar to enroll in MCR 703 and includes the Chair, appropriate Assistant Dean, and staff Assistant in the notification. This Pass/Fail course is supervised by the student's Thesis Chair. Students will complete a data analysis and write up their findings. Students are expected to make further progress on written chapters of the thesis. This is not a formal classroom course.

- MCR 704 Thesis Completion: After passing MCR 703, the student submits a request to the Registrar to enroll in MCR 704 and includes the Chair, appropriate Assistant Dean, and Staff Assistant in the notification. Thesis In Progress (IP)/No Progress (NP)/Pass/Fail course is supervised by the student's Thesis Chair. Students will complete and submit their thesis for review.

    - In-resident/full-time students: Students will also prepare to present their findings at the NIU Thesis Symposium in accordance with the academic calendar.
    - Part-time students: Students who would like to participate in the NIU Thesis Symposium should consult with their Thesis Chair. Note: if a part-time student plans to graduate in December, their Chair submits the final thesis, thesis turn-in checklist, and questionnaire in accordance with the academic calendar. If the Assistant Dean approves the package, they will inform the Registrar. The Registrar records "P" in MCR 704.

To graduate, the student must submit all of the requisite forms to include the final thesis (in Microsoft Word and PDF formats), a fully signed thesis signature form, the NIU Thesis Turn-In Checklist, and the NIU Thesis Questionnaire no later than the thesis completion deadline in accordance with the academic calendar.

Any changes to the T-1 Form must be approved prior to the June graduation date in accordance with the academic calendar. This includes changes to the Thesis Chair or Reader(s).

Thesis forms are available on Blackboard. Students are responsible for selecting the most current electronic form, which does change over time. Forms must be typed and filled out completely. Digital signatures are highly encouraged.

Unless placed on academic leave of absence – coordinated with the Registrar and Thesis Chair – students must stay enrolled in MCR 704 until they complete the thesis or until their

eligibility expires. It is also important to note that a grade of No Progress in two consecutive terms or in two of four quarters will result in dismissal from the University.

Thesis Committee (Chair and Reader) and Thesis Topic: As a rule, thesis chairs must be members of the University's full-time faculty, including the Reserve faculty and the NIU full-time faculty at Academic Centers. Adjunct faculty may serve as thesis chairs if they have Dean approval and meet all of the IRB requirements. Students should select chairs who specialize in their thesis research design or are subject matter experts. Students should select readers based on either subject matter expertise, professional experience, or methodological expertise. If the chair is a subject matter expert (SME), the reader does not need to be another SME. In these cases, some students may add a reader who is an expert in other areas the thesis may cover.

If the reader is from outside the University, the thesis chair must establish the reader's bona fides through a curriculum vitae or resume prior to submission of the T-1 package to the appropriate Assistant or Associate Dean.

The information should show that the reader is a SME or fills some other necessary role to ensure a high-quality thesis. The reader is required, at minimum, to have a master's degree from an institution of higher learning which is accredited by a regional accreditor recognized by the Council on Higher Education Accreditation. The reader's curriculum vitae or resume must show all degrees earned and the awarding school, major, and year earned. The thesis chair must use this information to either approve or disapprove the outside reader.

The thesis should cover an appropriate IC topic for the degree sought and contribute to the overall knowledge base of the IC. The thesis committee must approve the final thesis. The appropriate Associate/Assistant Deans make the final determination on whether to accept the thesis as meeting degree program requirements.

Undergraduate Capstone and Capstone Process: Undergraduate students complete a capstone project as teams during their year at NIU. Students conduct group and individual work on a comprehensive research project. NIU provides an overall capstone theme and applied topic areas during Phase 1 of the academic year, and the student teams develop specific areas of focus. A faculty committee made up of a capstone chair and reader works closely with each team throughout the academic year. The capstone chairs and readers must meet the same qualifications (described above) as graduate thesis chairs and readers. BSI students complete classroom courses by the end of the spring term. Then, capstone teams, under the guidance of their faculty committees, refine and present their capstone projects during Phase 3 of the summer term. Final papers and presentations are due as prescribed by the BSI Program Director. The following capstone courses support student progress on their capstone projects:

- CAP 400: This is a graded, classroom course, taught during Phase 1, which familiarizes students with the BSI capstone process, including the annual capstone theme and the associated research frameworks, tools, techniques, and resources available to assist them. During the course, students are organized into capstone teams by topic, meet their capstone chairs, and prepare to embark on their selected capstone projects.

- CAP 401: This is a graded, classroom course, taught during the fall term. It is designed to prepare students with the undergraduate-level research and design skills they need to complete their capstone projects. The course teaches the fundamentals of scholarly research on selected intelligence problems and results in each capstone team creating a draft capstone research proposal which supports the capstone theme and the team's topic.

- CAP 402: This is a Pass/Fail course, conducted during the winter term, where each capstone team, under the direction of the capstone chair, recruits a capstone reader, develops the CAP 401 draft proposal into a final capstone proposal, and obtains approval for it from the chair and reader, IRB, and BSI Program Director.

- CAP 403: This is a graded course, taught during the spring term, combining classroom instruction and focused collaboration with IC agencies during visits they host at their locations within the national capital region. The course is designed to demonstrate the interdependence between collectors and analysts in addressing complex intelligence problems, such as those undertaken by the capstone teams.

- CAP 404: This is a Pass/Fail course, conducted during the spring term, under the guidance of the capstone chair and reader and designed to assist the capstone team in accomplishing specific research and writing goals for the capstone project.

- CAP 405: This is a Pass/Fail course, conducted during Phase 3 of the summer term, under the guidance of the capstone chair and reader and designed to assist capstone teams as they complete their capstone project, including a final presentation and written document. Students must achieve a "pass" to graduate.

Credit Hours and Instructional Time: Credits are awarded based upon the quarter hour and the standard graduate, undergraduate, or certificate course at NIU carries a 3-credit weight based on 1,600 minutes of instruction. For a 10-week course, this equates to 2 hours and 40 minutes per session, and for an 8-week course, equates to 3 hours and 20 minutes per session. The MSSI and MSTI programs require students to earn 45 quarter credit hours. Students in the JPME program are required to earn 46 quarter credit hours. The BSI degree requires students to transfer in 120 quarter credit hours of work. While at NIU, BSI students earn 57 upper division quarter credit hours for graduation. For more on credit hours, see NIU Policy Assignment of Academic Credit Hours located on the high side NIU policy page.

Classroom Guest Speaker Program: Faculty members can invite cleared and uncleared guest speakers to their classrooms. The faculty member must coordinate the passing of security clearance and building access through NIU's Security Office at least two weeks prior to the visit and provide a courtesy notification to the Program Directors and/or the Deans if the guest speaker is a military flag or general officer (e.g., Admiral, General) or a civilian executive service (e.g., SES, SNIS, SIS, DISES). Once approved, this revised policy can be found on the high side NIU policy page.

The Faculty Member is solely responsible for meeting and escorting the guest speaker into the ICC--B. If the speaker is not cleared, then a flashing red light must be arranged for pick up at the NIU's Security Office and promptly returned. The faculty member is also responsible to ensure all escorted areas are cleared of classified information and discussions, as well as setting the classification of the room as the students arrive and before the guest speaker begins speaking.

Prior to the briefing, the faculty member reminds attendees that the guest speaker's comments are protected by a non-attribution status while in the NIU academic setting. Non-attribution means that the views and opinions expressed by speakers, faculty, and students are not to be attributed to that individual outside of the NIU environment without the individual's explicit permission.

At the beginning of each academic year or course of instruction, instructors are responsible for informing faculty, staff, and students of the NIU policy to maintain an atmosphere of free and open discussion and adhering to the principles of non-attribution. Good judgment and discretion must be the guiding standard. Criticism and debate must be done in a professional manner. All NIU faculty, students, and staff are encouraged to report academic freedom and non-attribution concerns to their supervisors. ACADEMIC FREEDOM AND NON-ATTRIBUTION POLICIES ARE UNDER REVIEW.

Space permitting, NIU encourages faculty to be invited to attend the guest speaker's briefing. If the guest speaker is invited to a meal in the local area, consider inviting other faculty members, members of the University leadership, and/or students. Lunch and Learn functions with guest speakers are highly encouraged. Any use of NIU or other government funds to support Lunch and Learn or other professional events involving food/drink must be coordinated as soon as possible ahead of time with the Associate Vice President for Finance and Infrastructure to ensure compliance with fiscal law and standards of conduct.

Grading: Faculty members must have uniform, identifiable grading criteria in each course syllabus. The faculty member must clearly articulate to students the grading criteria and the methods for grading student performance. Faculty members must provide timely feedback to students on all graded work during the grading period. Final faculty grading for a course is submitted via Blackboard (Grading Center) as a whole number either rounded up or down from any calculated decimal number. Faculty grades must be submitted by the deadlines stated by the Registrar's Office. Faculty members are expected to input grades for the MCR 702-704 series courses for their thesis students.

Faculty members are expected to measure the students against academically rigorous standards. This is the best way to achieve the goal of obtaining a reflective spectrum between the strongest and weakest students. In completing their grades, faculty should primarily consider the student's written and verbal deliverables. More subjective measures such as class participation and group projects should not represent a disproportionate percentage of the possible points available,

Faculty members should ensure their students are being graded for their individual work as much as possible. For satisfactory standing, graduate students must maintain a B average

(3.0 GPA). Undergraduate students must maintain a C average (2.00 GPA). A grade of "C" for a graduate student is not passing; a second grade of C for a graduate student places that student on academic probation. A third grade of D or one grade of F in an undergraduate course places that student on academic probation.
A faculty member may assign an incomplete (I) grade to a student whose work is satisfactory but who is unable to meet all course requirements due to extenuating circumstances. It is the student's responsibility to discuss the possibility of receiving an incomplete (I) grade with the faculty member. If receiving an incomplete (I), students must complete all requirements by the ninth week of the following ten-week quarter, or the seventh week of an eight-week quarter. The faculty member must turn in the final grade to the Registrar by the final week of the following quarter. If a faculty member does not submit a final grade by this deadline, the grade is converted to an F, which will result in academic probation and possible dismissal from the University. The Dean may extend the deadline in exceptional cases. An incomplete (I) is treated as unsatisfactory academic performance as long as it remains on the transcript.

Any student who wishes to challenge a grade must do so within ten calendar days of the final course grade received. That student should speak to the faculty member and resolve at the lowest level possible. If unable to resolve, the student should speak to their respective Program Director concerning recourse. The Academic Standards can guide the grade appeal process.

5.2 COURSE CURRICULUM

The NIU Program Review Process Guide, implemented in November 2022, serves as a comprehensive process guide for the conduct of review at all programmatic levels. It describes the curriculum management roles and responsibilities at the course, program, and institutional level. Further, it provides consistent guidance to faculty on effective curriculum mapping rubric utilization and course development.

The faculty, under the direction of their department chair, program directors, and deans, are responsible for Academic Program Reviews. The non-teaching University unit directors, under the direction of their respective Associate Vice-President, are responsible for Unit Reviews.

The primary purpose of academic and unit review per the Program Review Process is to critically examine the current state of the unit, the programs, and relevant institutional data. The review also facilitates an examination of the faculty and student experience and uses those findings to strengthen programs and improve student learning. This systematic Program Review Reports show that NIU supports and sustains assessment of process can be used to determine or make recommendations for resource allocation or new resource requests. Most academic and non-teaching units are required to participate in the Program Review Process annually for course level reviews, every three years for Certificates and Concentrations, and every fourth year for degree reviews. Time between reports should be spent making recommended improvements, collecting new data for subsequent review cycles, and conducting continuous student learning assessment.

Program Review Reports show that NIU supports and sustains assessment of student achievement and communicates the resources when reporting to the MSCHE, the CJCS, IC Stakeholders, and the NIU Board of Visitors. The Program Review Process Guide can be found on the low side NIU SharePoint, Provost's Hub, Program Review Process.

5.3 ACADEMIC ADVISING

Academic advising is available to all students empowering them to make informed decisions to achieve their educational goals. Advising is available to assist students with review of academic evaluations, effective degree planning, course selections, and interpretation of NIU policies and procedures in preparation for successful completion of degree requirements and graduation.

CSI Academic Advising: The CSI advising program is designed to give all students immediate help navigating NIU, with a subsequent transition to advising focused on the thesis and relevant coursework. At the beginning of Phase 1, all in-residence/full-time MSSI degree-seeking students are assigned a faculty advisor within their respective Department. Concentration students will be advised by the Concentration Lead or their designee. If the student is a non-concentration student, they will be advised by the Department Chair. The Thesis Chair—once identified—becomes the student's primary advisor, overseeing the thesis and helping the student identify key course electives that support thesis completion. All MSSI degree-seeking in-residence/full-time students will identify their Thesis Chair in the fall quarter.

MSSI degree-seeking part-time students at ICC-B will be assigned a faculty advisor within the first quarter of enrollment. MSSI degree-seeking part-time students will identify their Thesis Chair no later than the fall of their second year of enrollment. CSI Certificate students will be advised by the Certificate Lead or their designee during the first quarter of enrollment.

Every MSSI and CSI Certificate student should be confident that there are many sources of academic support within the College. If a student is having difficulty in a class, they may seek out support from the Instructor, the Course Director, the Concentration or Certificate Lead, or the Department Chair. Advice and counsel may be sought through a student's appropriate home agency representative: Agency Chair or Senior Service Officer. Any matter that cannot be readily resolved through this support network should be brought to the attention of the Program Director in the Dean's Office without hesitation.

The BSI Student Advisor welcomes every student and supports them in achieving academic success. BSI students are expected to first meet with course faculty regarding all related academic and/or course concerns. For all military service or USCG concerns, BSI military service and USCG students are expected to first meet with the appropriate military or USCG senior enlisted advisor and/or military or USCG senior advisor. BSI government civilian students are expected to first meet with the appropriate agency chair, if applicable, regarding all related agency concerns. In the event the student's agency is not represented by an agency chair, the student is expected to bring the concern to the attention of the BSI Student Advisor. If the BSI student feels the need for additional consultations, then the

student is expected to meet with the BSI Student Advisor, BSI Program Director, and/or the appropriate Department Chair. If the BSI student still feels the need to consult other sources of academic support within the College, then the appropriate Department Chair will assist the student with identifying the next appropriate NIU leadership level to discuss the issue.

SSTI Academic Advising: Academic advising within the School of Science and Technology Intelligence will be managed through Department Chairs and the Program Director. The Department Chair will serve as the academic advisor to all in-residence/full-time, part-time evening, and weekend MSTI degree-seeking students pursuing a concentration under their department. The Program Director will serve as the academic advisor for all non-concentration MSTI students. The Department Chair will also serve as the initial academic advisor for certificate students until a Certificate Lead is identified. The Thesis Chair will serve as the thesis advisor for MSTI degree-seeking students. The Program Director will serve as the curriculum advisor to all students, brief students on upcoming scheduled offerings, and assist with unique academic issues. The Associate Dean and Assistant Dean are the central point of contact regarding any questions related to the NIU student experience. Note: the Associate Dean and Program Director are duties of one administrator in the School. If a student is having difficulty in a class, they may seek out support from the Instructor, the Course Director, the Department Chair, or Associate Dean. Advice and counsel may also be sought through a student's appropriate home agency representative: Agency Chair or Senior Service Officer.

Academic Centers and MEP Advising: MSSI and MSTI degree-seeking and Certificate part-time students at the Academic Centers and the Monthly Executive Program (MEP) will be advised by the Academic Center personnel or the Director of the MEP. MSSI degree-seeking, part-time students will identify their Thesis Chair no later than the fall of their second year of enrollment. All Academic Center and MEP students are also encouraged to consult their Thesis Chairs, Certificate leads, Department Chairs, and/or the Deans at ICC-B as additional sources of academic support.

5.4 STUDENT ACCOUNTABILITY

Students are expected to attend all scheduled class sessions. Students missing more than two sessions in a 10-week term, or more than one class session in an 8-week term, may be subject to making up the class time missed (with additional work, time, etc.) or face the possibility of not completing the course. Monthly Executive Program (MEP) students missing more than two class sessions in an 8-session MEP term face actions ranging from the lowering of the final grade to failure in the course at the discretion of the faculty member teaching the course. The student will be required to make up instructional time or asked to withdraw from the course.

All students in the In-residence/full-time, part-time, and monthly programs taught at the ICC--B are expected to attend classes held on the ICC-B campus in person. Appeals to attend in person will only be considered in extraordinary circumstances and should be directed to the appropriate Dean. With the exception of the European Academic Center, students enrolled in part-time programs through one of NIU's academic centers are

expected to attend classes through their Center locations. Appeals should be addressed to the appropriate Center Director and Dean.

While students can miss two of their class sessions with no status consequences, faculty members have the option of levying makeup lessons, assignments, or penalizing students' participation grade. Students who miss more than one of their classes should complete documented makeup instruction or assignments. Students who miss three or more will be withdrawn from the course and will receive a Withdraw Passing (WP) or Withdraw Failing (WF) if class is missed after the course midpoint. The determination of WP or WF for students who miss three or more of their classes will be made by the student's faculty member and submitted to the Dean for final signature. The faculty member has the option of individual make-up classes with such students.

NOTE: The NIU Joint Professional Military Education Cohort participates annually in exercises with other JPME Phase I schools. This external event is a requirement for our military officers seeking JPME Phase I credit. The week of participation in the Spring Quarter while the JPME students are at these wargames is an excused absence from all other NIU courses and activities and will not be penalized. However, these students are required to complete all normal assignments scheduled for this period.

5.5 COPYING AND REPRODUCTION OF MATERIALS

Copying Policies and Procedures: All copiers, fax machines, printers and shredders are the property of the federal government and must be treated with care and only used for official purposes. Faculty members should keep copies to a minimum when possible and ensure that the reproduction of classified and copyrighted material conforms to current regulations and procedures. Faculty members can make copies of various items for their students but should always consider electronic distribution of the course materials on NIPR and JWICS. No Books of Readings for courses will be printed until copyright permissions have been granted. The NIU Library has established an Academic Permission Service account with the Copyright Clearance Center. For more details on what may be copied, see the subsection above on copyright and fair use in Section 4.3. Faculty Activities or contact the Library staff.

5.6 NIU OFFICE OF RESEARCH

NIU's Office of Research (OOR) groups include the Caracristi Institute for Intelligence Research, National Intelligence Press, and the NIU Library. OOR comprises NIU's unique classified research and publishing capabilities to incubate, develop, and disseminate new thinking on national intelligence issues. OOR is the home of NIU's research faculty, fellows, non-resident researchers, and other external research partnerships.

OOR advises, conducts, and produces academic research. It does so in coordination with IC priorities and by applying the highest scholarly standards to regional and functional intelligence issues in alignment with U.S. national intelligence priorities and IC member agency needs.

NIU IC Research Seminars: The NIU-IC Research Seminar series builds relationships among researchers of all types across the IC as a way to facilitate and improve collaboration and to leverage the strengths of each agency to address research challenges. The Research Seminars include a wide variety of topics of interest and relevance to the IC, hosted both in person and via unclassified virtual platforms for maximum engagement across the community and its partners.

The Caracristi Institute for Intelligence Research (CIIR): As the dedicated research unit of NIU, CIIR represents ODNI's resource for academic research into IC-wide issues for strategic intelligence and S&T intelligence. CIIR advances NIU's academically rigorous and peer-reviewed research on topics critical to U.S. intelligence and national security. CIIR is home to NIU's Research Faculty, Research Fellowship Program, and several collaborative intelligence research centers.

Research Initiatives and Research Management: OOR supports Faculty Research Initiatives for IC emphasis areas. CIIR personnel consult with IC leadership to formulate research agendas, execute strategic research projects, and connect with researchers from academia, international organizations, and the IC to address strategic intelligence topics of interest to senior policymakers.

CIIR's faculty members examine a broad range of research topics pertaining to current and emergent intelligence and national security issues, as well as at the request of and coordination with the IC Human Capital Office, supports the IC Centers for Academic Excellence (CAE) by providing mentorship to IC CAE students nationwide.

CIIR manages the NIU Research Fellowship Program, competitively selecting intelligence professions to conduct research on a full-time basis in support of U.S. intelligence and national security.

CIIR also administers several interdisciplinary centers in partnership with CSI and SS&TI.

National Intelligence (NI) Press: The NI Press is a scholarly academic press dedicated to publishing high quality, valuable and timely books, and shorter publications on topics of concern to the IC and, more broadly, the U.S. government. The NI Press publishes the work of NIU faculty, research fellows, students, and IC professionals. The NI Press encourages its authors to exercise academic freedom to introduce new perspectives on key issues within the IC. All NI Press books undergo peer review by senior government officials and subject matter experts before publication to ensure accuracy and relevance.

The NI Press established the National Intelligence Press Editorial Board in 2014 to broaden participation, promote transparency, and advance professionalism in the selection of manuscripts for publication. By including faculty members, and drawing on their varied backgrounds and expertise, the NI Press has broadened its perspectives and strengthened the rigor of the peer review process.

5.7. LIBRARY RESOURCES

The University Library serves as the all-source research and information resource for NIU. The Library plays a key role in enhancing the competence of intelligence professionals by providing unclassified and classified academic research assistance, instruction, and comprehensive collections and tools that support the curriculum of the University. The Library is committed to building its collections and services to align with the University's future-focused curricula and the broader mission of the Office of Director of National Intelligence. The University Library is located on the Basement level of Roberdeau Hall. The Library's core staff hours are 0800-1700, Monday through Friday. Regardless, the Library is open to accredited users 24 hours a day, seven days a week.

Other NIU Library resources include:

Research Librarians: Professional research librarians are here to help and should be freely approached for general information, faculty research assistance, and instructional assistance in using the Library's resources. They are experts in the organization and retrieval of information, and they have extensive skills and experience in searching online databases and Internet resources. They are available in the Library during core staff operating hours of 0800-1700, Monday through Friday, or by appointment.

Collections: The Library's general holdings comprise over 70,000 books and reference materials, over 300 journals and periodicals, audio CDs and DVDs. Special Collections include: Culper Collection (NIU Authors), Barton Whaley Deception Research Center, Vernon A. Walters Collection, Paul S. Kozemchak Library of Science and Technology Intelligence, Strategic Warning Analysis Collection, and the Classified Print Collection. In addition, the Library assists in providing access to the entire digital collection of NIU students theses dating back to the late 1960's. This digital collection, available only on JWICS, includes original research and extensive bibliographies on intelligence-related topics.

Electronic Resources: The Library provides access to 20 subscription databases focusing on academic research resources. Some examples of the Library's subscriptions are as follows: LexisNexis, ProQuest Research Library, JSTOR, Congressional Research Reports, EBSCOhost, Gale, and Europa World Plus, as well as e-book subscriptions through Ebook Central, Overdrive, and Praeger Security International Online, streaming audio service through Overdrive, and streaming documentaries through Films on Demand. These combined subscriptions put millions of research periodicals and books at users' fingertips. The Library also collaborates in a nation-wide inter-library loan program.

6. NIU STAFF

6.1 CHIEF TECHNOLOGY OFFICER

The CTO is responsible for overseeing NIU’s IT and Educational Technology program and the NIU IT operations team, which supports students, faculty, staff, and four geographically dispersed Academic Centers that support a user base of students from 18 additional locations.

- The CTO is the officer of primary responsibility for driving and overseeing strategic technology projects for the university, such as IT infrastructure updates, procurement and management of software licenses (enterprise and commercial off-the-shelf), and information systems development and upkeep (such as the student information system and learning management system).

- The NIU IT operations team supports an average of over 1,000 active students, 250 staff and adjuncts, for geographically dispersed academic centers, and 18 additional locations. The team manages 12 audio-visual classrooms, 13 conference rooms, the NIU Library, 196 student computer workspaces, 1,000 workstations, and more than 150 offices and cubicles.

- The IT operations team provides daily on-site support during the 13-hour classroom day, on-call support to areas with 24/7 accessibility, and support one weekend each month.

6.2 AVP FOR ENGAGEMENT

The AVP for Engagement oversees NIU's academic outreach activities, including public and private universities, military academic institutions, marketing NIU across the IC, and support to the intelligence agency representatives at the Senior Service Colleges and Intermediate Service Colleges (as part of NIU's responsibility to provide a service of common concern to the IC). The AVP is responsible for the development and implementation of communications plans, multimedia, websites, and social media strategy. Leads strategic planning, innovation, and recruitment activities to include planning and directing specific engagement team activities with focus on delivering on the priorities of NIU's 18 supported IC organizations.

The AVP for Engagement also plays a role in emergency communications procedures. Strategically coordinates and integrates communications to create consistent, effective messaging and integrating and aligning with University branding and communications direction. Coordinates with IC agency chairs who serve on the faculty in the development and delivery of intelligence-related instructional materials and to ensure that NIU is providing consistent support in its role as a service of common concern for the IC.

Printing, designing, advertising, and recruiting services: The Office of Engagement provides or assists with the following services for faculty and staff that include design and printing, recruiting materials, advertising, public affairs, and internal messaging. The Office of Engagement can assist with business cards, brochures, posters, or other design and printed materials. For faculty and staff that might attend career development or training and education conferences, the Office of Engagement can provide recruiting materials and attend. If faculty and staff have a good news story, upcoming event, or achievement, the Office of Engagement can help publicize this to the appropriate audience. These good news items or accomplishments should also be submitted through your directorate as Weekly Activity Report items.

Ensuring the faculty and staff are informed: The Office of Engagement relies on faculty and staff to be informed and as recruiting and marketing force multipliers. Please remember to check your UView email and highside email, MSTeams Chat, and the ODNI Dispatch (highside) to stay informed. NIU and ODNI regularly communicate important information via these modes. Faculty and staff should be aware of where information is located on NIU's websites and understand NIU's history, mission, vision, and values. NIU's lowside website is at NI-U.edu and the highside website is www.niu.ic.gov. Point people to the NIU websites for admissions and other institutional information. Be sure any external speaking engagements or publications are approved through the appropriate NIU and ODNI process.

6.3 AVP FOR UNIVERSITY OPERATIONS

The Associate Vice President for University Operations (AVP/Ops) is responsible for mission critical services that serve as the foundation for NIU operations, including personnel, policy and procedures, security, and strategy. The AVP/Ops oversees the following NIU elements:

Personnel and Policy: The Personnel and Policy Director (D/PP) supports the HR and talent management needs of the university; oversees the development and implementation of internal staffing processes; and ensures compliance with OPM, IC, and ODNI regulations. The D/PP also oversees the NIU internal policy process, ensuring policies and procedures are instantiated and generate efficient and effective university operations.

Faculty and Staff Development: The Faculty and Staff Development Specialist works in conjunction with NIU leadership to provide the optimal institutional, organizational and individual workforce professional development for all NIU faculty and staff. The Faculty and Staff Development Specialist works for the Director of Personnel and Policy, and tracks all faculty and staff needs, participation, and evaluation of programs for continual improvement.

Strategy: The Strategy and Innovation Officer (SIO) drives and facilitates the development of the NIU strategic plan, implementation plan, continuous improvement plan, and continuous planning process. The SIO chairs the NIU Strategic Planning Committee, an EXCOM sub-committee that serves as the workforce's voice in the strategic planning process.

Security: The NIU Security Office supports the day-to-day security needs of NIU students, faculty, and staff, including verification of clearances and other security services. The office is aligned to ODNI/Counterintelligence and Security and reports to the ICC-B Area Security Officer.

6.4 AVP FOR FINANCE AND INFRASTRUCTURE

AVP for Finance and Infrastructure leads and manages a team in operating and maintaining the University's facilities, space, contracts, and purchasing. AVP for Finance &Infrastructure is the University's chief business and contracts administrative officer. The AVP for Finance and Infrastructure oversees financial operations of the University through contracts, purchasing and funds execution. Leads and directs support to infrastructure, services, and special initiatives that have a University-wide impact.

AVP for Finance and Infrastructure partners with all entities of the University to execute the University strategic plan by ensuring funding is available for University programs and projects. Shares common goals of achieving organizational excellence through continuous improvement, supporting a strategic budget model that fosters entrepreneurial and collaborative actions, and implementing a long-term financial plan to provide strong and sustainable resources to finance and address University priorities. Helps sustain a dedicated and talented workforce, provide best-in-class service support, create a safe learning and working environment, and ensure institutional priorities are supported by Finance and Infrastructure operational units.

Honoraria: POLICY UNDER REVIEW Honoraria are one-time payments or stipends granted in recognition of special services or distinguished achievement for which custom or propriety does not allow a price to be set such as a special lecture, participation in a workshop, symposium or panel discussion, thesis chair or reader, or similar activities. Once approved, the revised Honoraria policy will be located on the high side NIU policy page.

Faculty and Staff Travel: To support faculty in their teaching, research, and engagement activities, NIU reviews appropriate travel for approval, security considerations, and funding. Any faculty member wishing to travel for professional purposes must coordinate his or her request through their respective Dean and coordinate their travel through GoTravel. The NIU staff must coordinate official travel with their supervisors through GoTravel. GoTravel is a system that allows users to make reservations, originate travel orders, obtain approvals, and submit expense reimbursement vouchers. GoTravel simplifies and expedites the travel process by offering the following features:

- Consolidated ability to check status of reservation, travel approval request, or voucher.
- Enhanced automation and validation of travel policies and regulations, including statistical sampling and automatic certification.
- Improved enterprise-wide report capabilities.

Travelers must first set up a “Travel Profile” to build a reusable template for travel requests. Next, the traveler must submit an External Travel Request prior to travel for approval at least at the 60-day mark prior to travel. Traveler then proceeds to GoTravel to make a reservation.

- The External Training Request (ETR) must be submitted if traveler is attending a conference or a training event or if there is a registration fee, even if no travel is required. The ETR is not required if traveler is only presenting and there is no registration fee charged to traveler. The ETR can be found on CHROME at https://odnihub.cia/home?id=training
- GoTravel can be accessed on CHROME or EDGE on the high side.

No later than ten days of the traveler return, the traveler must initiate a voucher for reimbursement at the same GoTravel site. Please use the link found in the confirmation

email; this link goes to the funds committed to this travel. Reimbursement will be issued based on the order in which the voucher is received, “first in, first out.”

See agency regulations and governance guidance on types of travel including reporting requirements for personal foreign travel at the GoTravel site.

All overseas travelers must have a current Foreign Travel Briefing Date. The traveler must complete the on-line Foreign Travel Security Briefing located on the high side. Additionally, all foreign travel requires a Cable at least two weeks prior to the travel date. Travelers will comply with the security requirements, clearances, concurrence Cables, additional country/region-specific security/counterintelligence briefing requirements, and after-action reporting. For detailed information, see ODNI Internal Process Document 103.01a, Official Travel Procedures, for ODNI Personnel, located on the on the ODNI Policy site on the high side.

Travelers may expect to prepare a trip report addressed to their respective supervisors and include dates and places/events visited, new contacts, professional accomplishments such as presentations and/or research, and value of the travel to NIU and its mission. Travelers may also be asked to present a briefing on their travels and accomplishments to their faculty colleagues at either a faculty meeting or "Lunch and Learn" working lunch.

The Point of Contact for NIU travel is the Associate Vice President for Finance and Infrastructure.

6.5 OFFICE OF INSTITUTIONAL RESEARCH (OIR)

NIU’s OIR is responsible for maintaining official university data according to the established standards set by the U.S. Department of Education and MSCHE. OIR provides analyses and reports in support of university planning, decision-making, and policy formation.

OIR collaborates with other offices to analyze such university activities as student enrollment, completion, course offerings, facility utilization, staffing levels, and faculty workload. OIR also initiates and assists in NIU’s effort to assess curriculum and program outcomes, student surveys, university climate, and student satisfaction.

7. HUMAN RESOURCES

The Intelligence Community hires applicants through applications, interviews, and screening processes. The NIU Director of Personnel and Policy is involved at each step and is a valuable source of information throughout an employee’s career at NIU. NIU follows ODNI human resources and personnel policies, including in the recruitment, hiring, screening, onboarding, promotion, and performance management of personnel.

7.1 INITIAL HIRING

New NIU employees are required to complete a NIU In-processing Checklist within the first week at NIU. All faculty are required to provide official transcripts (sent from the institution which granted them the degree to NIU) which qualifies them to be a faculty member at NIU.

The NIU Director of Personnel and Policy and the Data Governance Board provide the following definitions:

Employee Type:

- Instructional Faculty: Individual whose primary purpose is classroom instruction.
- Research Faculty: Individual whose primary purpose is to conduct academic research.
- Executive Staff: Individuals who serve in NIU leadership positions at the Dean or higher level.
- Staff: Individuals whose primary purpose is administrative support to University operations.
- Other Professional: Members of the University community whose primary employment affiliation is either with another agency (e.g., Agency Chairs) or administrative faculty.

Payroll Categories:

- Government: Employees paid by the federal government; excludes members of a uniformed military service.
- Military: Members of a uniformed military service who are serving in that capacity at NIU.
- Contract: Individuals who are monetarily compensated for their University work via contractual agreement.
- Unpaid: Members of the IC who provide gratuitous services to NIU (i.e., unpaid adjunct).

Staffing Type:

- Cadre: Permanent ODNI employees who occupy NIU billets and are paid by ODNI/NIU (blue badge).
- Detailee: Government employees “detailed” to ODNI/NIU to perform NIU duties (blue badge).
- Assignee: Governmental employees assigned to NIU who perform duties mainly for their Home Agency. Assignees are not monetarily compensated by NIU and occupy a noncount NIU billet (blue badge).
- Contract Faculty: Non-governmental personnel who provide services to NIU based on terms specified on a contract with the Government (green badge). This accounts for Full-Time and Part--Time contractors.
- Unpaid Adjunct: An individual who provides gratuitous teaching services to NIU (does not occupy a NIU billet). Unpaid adjuncts must sign a gratuitous service agreement prior to providing services for NIU.

Detailee Type:

- Reimbursable: A Detailee whose Home Agency is reimbursed by ODNI/NIU for support to NIU.
- Non-reimbursable: A Detailee whose Home Agency is not reimbursed by ODNI/NIU for support to NIU.

7.2 EVALUATION, REAPPOINTMENT, AND PROMOTION

All cadre are evaluated annually on their performance. The evaluation is based upon the employee's performance against their performance goals. For faculty, this would include the areas of teaching, research, and engagement to NIU. The various processes for evaluation, reappointment, and promotion depend on the agency process for the type of employee.

7.3 EMPLOYEE SEPARATION

There are five types of separation from the NIU: resignation, reassignment, retirement, downsizing, and unsatisfactory performance. Members who are retirement eligible or leaving NIU for any reason, should make the effective date such as to complete their responsibilities toward their students. Notification and out-processing will be done in accordance with ODNI/HRM procedures or company policy for contractor faculty. Prior to the individual's scheduled departure, he or she must complete any face-to-face out-processing briefings or appointments scheduled with the Administrative Support Offices and return all ODNI-issued property (e.g., FOBs, PIVs, Common Access Cards [CACs], ODNI badges and credentials, official and diplomatic passports). For more information, please contact the NIU Personnel and Policy Director located on the first floor of NIU.

7.4 PROFESSIONAL RESPONSIBILITIES

Faculty and staff must always keep in mind that the NIU is a federal institution paid for by the American taxpayer. All NIU members must conform to the highest possible standards in all areas of professional and personal behavior. External engagements must be filed with the ODNI Vetting System and/or ODNI Outside Activities request found on the high side as far in advance of the engagement as possible.

- Outside speaking activities may need to be submitted via the "External Speaking Engagement" process.
- Other external engagements may need to be submitted via the "Outside Activities" request.
- Requests to conduct certain outreach events need to go through the ODNI Outreach Vetting System (O2VS).
- If faculty and staff intend to officially represent NIU during external speaking engagements and conferences, the engagement must be approved by the Provost, VP for Research and Engagement, or EVP.

Professional development is available at ODNI through a variety of options. In addition to traditional internal and external training opportunities, there are several other professional development programs available to NIU employees. Employees must ensure their

supervisory chain is aware of their intent to pursue professional development opportunities and participation in professional development opportunities requires approval by the Provost, VP for Research and Engagement, VP for Operations and Infrastructure, or EVP:

External Fellowships: NIU considers appropriate employee external fellowships as analytic outreach activities providing a clear benefit to the Government and the University. ODNI defines analytic outreach as the overt and deliberate engagement by an IC analytic element with individuals or organizations external to the IC to explore ideas and alternative perspectives, gain insights, or generate new knowledge (Analytic Outreach, ODNI Instruction Number 20.17, found on the high side at ODNI policies).

Examples of External Fellowships are:

- Non-resident, Senior Visiting Fellow at the Stockdale Center for Ethical Leadership. This is a government activity at the U.S. Naval Academy at Annapolis, MD.
- Non-resident, Global Fellow at the Woodrow Wilson International Center for Scholars in Washington, DC. The Woodrow Wilson Center is a United States Presidential Memorial that was established as part of the Smithsonian Institution by an act of Congress in 1968.
- Senior Associate (Non-Resident) Freeman Chair on China, at the Center for Strategic and International Studies (CSIS). The CSIS is a non-government, bipartisan, nonprofit think tank based in Washington, DC.

Opportunities also may include external fellowships with foreign institutions. ODNI requirements include prior approval for and proper documentation of official travel. Foreign travel is also referred to as international travel and refers to any travel to destination other the U.S. or its territories. The traveler determines if the destination country requires a visa and should allow as much time as possible for visa processing. Travelers will comply with the security requirements, clearances, concurrence cables, additional country/region-specific security/counterintelligence briefing requirements, and after-action reporting. See p. 36 for faculty and staff travel. For more detailed information, see ODNI Internal Process Document 103.01a, Official Travel Procedures for ODNI Personnel, located on the high side ODNI policy page.

Cross the Line (CTL): CTL is a voluntary internal rotation program that builds awareness of the overall ODNI mission and creates opportunities to work across ODNI mission areas. It encourages the development of internal networks while strengthening employee's ability to adapt to changing priorities and enhancing professional development.

Competitive Learning Opportunities Program (CLOP): CLOP is a competitive program that allows employees to attend long-term academic programs sponsored by institutions of higher learning, the U.S. Government, and military organizations.

IC Joint Duty Assignments (JDAs): JDAs are a part of the IC civilian personnel rotation system akin to joint duty in the military. Its purpose is to encourage and facilitate assignments and details of personnel to other IC and national security-related departments and agencies to

gain experience in different mission areas. All constituent agencies of the IC participate in the IC Joint Duty Program.

Outside Employment and Commercial Activities: If an employee wishes to engage in outside employment or commercial activity, he/she must notify their supervisor in advance, complete an ODNI Outside Activity request prior to beginning such activity, and not begin until he or she receives approval from the appropriate NIU leadership and notification that the ODNI request is approved. Employees are responsible for updating ODNI databases if and when any changes occur. For more detailed information, see the high side Outside Activities page, Agency Regulation (AR) 13-11, Outside Activities.

After approval by the appropriate NIU leadership and approval through the ODNI outside activities process, NIU members may pursue outside employment and commercial activities provided they do not interfere with their primary NIU duties nor involve NIU personnel, facilities, or materials. Given that "public service is a public trust," the first obligation of the faculty and staff of the NIU is to perform their NIU-related duties to the highest standards of professional excellence. NIU members seeking to engage in outside or off-duty employment must ensure that such activities do not impair or detract from the performance of their official duties, create situations or perceptions of dual allegiance and/or conflicts of interest, or create any appearance or implication that the employee is using their public position for private gain.

NIU obligations, functions, and requirements always take precedence over activities related to off- duty employment or commercial activity. NIU personnel may not use government facilities, property, or resources in support of outside/off duty employment nor conduct such activities from government facilities. Faculty members may not engage in such activities during the time they are normally scheduled to perform their duties for NIU, including during approved telework time, unless on leave or off-duty status.

Employees may not accept pay, allowances, or supplements from any source other than the U.S. government for performing their official government duties. Performance of such a task outside normal duty hours does not allow the employee to accept payment from a non-government source. This includes a prohibition on accepting honoraria for any official engagements or publications related to the employee's work.

Faculty and Staff Complaints and Grievances: Within NIU, both civilian and military faculty and staff are free to address grievances within NIU or in their respective services and agencies. In most circumstances, the chain of command/supervisor should normally be the first step taken to pursue a grievance.

The ODNI grants individuals the opportunity to seek resolution of job-related grievances. A grievance is a formal written request by an individual for remedial action concerning work-related disputes, including career problems, management action, working conditions, or other matters that affect an individual that are subject to control by ODNI management. For more detailed information, see ODNI Instruction 22.01, Grievance Resolution, on the high side ODNI policy page.

Accountability and Leave: NIU employees are expected to be available for students to the maximum extent possible. Furthermore, all supervisors are responsible to know the daily whereabouts of their subordinates daily, on official duty days. All NIU personnel are encouraged to take leave. When feasible, leave must be coordinated with their supervisors in advance of it being taken. Military and civilian faculty members should avoid taking leave or other time off when that causes them to miss classes, orientation, thesis approval dates, or to be late completing their grading responsibilities. However, given the high operations tempo of the NIU teaching schedule, such leave periods can be taken with prior coordination with their respective supervisor. Requests for civilian leave and passes will be submitted through the online human resource portal per employment status and military leave and passes will be submitted through respective service channels. Email requests may only be used as an alternative if the online portal is not available or when emergency situations dictate.

Academic Integrity and Ethical Conduct: As students, faculty members, Federal employees, and members of the IC, all NIU students, faculty, and staff are required to uphold the highest ethical standards in their personal and professional conduct. As University cadre, NIU's faculty and staff are expected to maintain professional relationships with students and colleagues alike, practice responsible stewardship of government resources, and be vigilant guardians of national security information.

The "Notice of Final Policy" in the Federal Register, from the Office of Science and Technology Policy, provides a unified definition of misconduct that applies to all Federal agencies, including NIU. It articulates a clear reason for stressing professional ethics and behavior in academic research: "Advances in science, engineering, and all fields of research depend on the reliability of the research record, as do the benefits associated with them in areas such as health and national security … Sustained public trust in the research enterprise also requires confidence in the research record and in the processes involved in its ongoing development."

According to the unified definition at 65 F.R. 76260, "Research misconduct is defined as fabrication, falsification, or plagiarism in proposing, performing, or reviewing research, or in reporting research results." Research misconduct does not include honest errors or differences of opinion. Express categories of academic misconduct are defined as follows:

- "Fabrication is making up data or results and recording or reporting them." Fabrication of data is one of the more egregious problems, as it cannot be an unintentional error but represents the willful intent to deceive.
- "Falsification is manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented in the research record." Falsification of data can occur through negligence as well as through willful deception.
- "Plagiarism is the appropriation of another person's ideas, processes, results, or words without giving appropriate credit." Plagiarism includes, but is not limited to:
- Investigators taking ideas from others' grant proposals or articles during the peer review process and including them in their own publications.

- Students taking material from the Internet verbatim, without attribution, during write-ups of research.
- Faculty taking thesis material from students and including it in publications without giving due credit.

Disciplinary or administrative action may result for faculty members engaged in academic misconduct. This information is available in the Academic Integrity and Ethical Conduct policy located on the high side policy page. Also see p. 7 for Academic Standards Committee.

Academic integrity specifically prohibits cheating, plagiarism, and tolerance of those practices by other students. Cheating is defined as committing an act with the intent to receive undeserved credit or to gain an unfair advantage or assisting or attempting to assist others in doing so. Students are expected to properly and accurately credit the source of materials directly cited or indirectly used (i.e., paraphrased) in any oral or written work. All students' work shall be their own, unless otherwise properly noted. Alleged violations of these areas are investigated by appointed faculty boards who make recommendations for action to the student's Dean.

The University reserves the right to take disciplinary or administrative action, including dismissal from the University, in cases of substantiated violations of academic standards of integrity. Students normally receive a grade of F for any work proven to be undertaken or performed in violation of academic integrity standards. All instances of alleged violations of academic integrity are handled in accordance with published NIU policies.

NIU Faculty and Staff Awards and Decorations: Employees who deserve recognition may be recommended for appropriate awards and decorations in accordance with their respective service policies and procedures. The appropriate NIU authority will approve and sign appropriate service nomination forms, and/or Agency recommendations for award forms for all military personnel assigned or attached to the University. The approving authority for the Joint Service Achievement Medal has been delegated to the NIU President. The Military Deputy will sign as the recommending official on all military personnel assigned to NIU. The respective Senior Service Advisor for military personnel is responsible for ensuring that all military awards are submitted no later than the suspense times listed:

- Service awards (retirements): 135 days prior to departure.
- Defense Meritorious Service Medal (DMSM): 75 days prior to departure.
- Joint Service Commendation Medal (JSCM): 75 days prior to departure.
- Joint Service Achievement Medal (JSAM): 75 days prior to departure.

The Military Deputy will review award recommendations to ensure proper and timely completion. Civilian awards ranging from monetary to time off awards will be based on nominations by immediate supervisors and approved by the appropriate authority. There are other ODNI awards available for faculty nominations. This section does not apply to contract faculty. Once approved, the Awards Policy can be found on the NIU high side policy page.

The University presents the following awards to recognize outstanding civilian and military employees each year. Federal law and ODNI policies prohibit participation by contractors.

- Teaching: The Robert D. Beland Memorial Award for Excellence in Teaching recognizes faculty who demonstrate excellence in teaching during the academic year. A committee evaluates the nominee's teaching excellence in course planning and preparation; curriculum development; performance in the classroom; innovative teaching, advising and undergraduate and/or graduate mentoring. While scholarship and service may contribute to teaching performance, the primary selection criteria for this award is based upon classroom educational activities and student thesis mentoring. The Office of the Provost is the point of contact.
- Research: The John Gannon Faculty Research Award is presented each year to recognize outstanding research completed by NIU faculty, with publication or production dissemination between July 1 and June 30 of the previous academic year. Entry is open to any individual who was the instructor of record for at least one NIU course during the defined period, and who authored a work individually or with co-authors. The Office of Research is the point of contact.
- Engagement: The Maureen Baginski Faculty Award for Engagement recognizes exemplary engaged scholarship and outreach activities resulting in meaningful and enduring partnerships that benefit the IC and NIU. This award was established in 2019 by NIU's Faculty Senate to annually recognize one faculty members whose practice of engagement significantly advances knowledge-sharing between NIU and the intelligence, national security, and academic communities. The Office of Engagement is the point of contact.
- Service: Dr. Ted Larsen's NIU Operational Support Award recognizes an operations or staff member who serves the NIU community every day with their consistent, unwavering support. This award provides much deserved official recognition and visibility for their dedication, professionalism, and total commitment to the NIU mission and culture. This individual is in an administrative staff support or other operations position, not serving as a faculty member or in a senior staff or managerial capacity. The Office of Operations is the point of contact.

All NIU Faculty and Staff Awards as well as IC Awards will be processed through the supervisory chain up to and including the NIU President as per POLICY UNDER REVIEW

Telework Governance and Procedures: Telework is available for NIU personnel. Contractors may only telework within the scope outlined in their Statement of Work. Telework for non-contract faculty must be approved by the appropriate supervisor using ODNI procedures within the ODNI Hub, Telework Agreement, or the agency process for the type of employee. Procedures and accountability will be planned for and managed by these supervisors for their personnel and carried out in accordance with ODNI Telework Program. Teleworking employees are to email or contact their supervisor at the start of their telework session and at the end with a summary of what was accomplished. Unscheduled telework may be

authorized for Government employees enrolled in the telework program during inclement weather or in other approved situations. Refer to Office of Personnel Management (OPM) or ODNI operations when necessary. NIU authorizes up to one-day per week telework for employees unless by exception, contract requirements, or direction from higher-authority. ODNI policy allows for emergency telework in the case of natural/manmade disasters or a pandemic health crisis of a highly infectious disease. The NIU policy on Telework can be found on the high side NIU policy page and ODNI Instruction 73.07, Work Schedules, can be found on the ODNI high side policy page.

Reasonable Accommodation: The NIU is committed to reasonable accommodations for students, staff, and faculty members.

Students: NIU Memorandum: Facilitating Reasonable Accommodations: this memorandum establishes NIU procedures and responsibilities for providing reasonable accommodations for student applicants and students who have or who develop a disability, and where appropriate, for facilitating discretionary modifications outside of the reasonable accommodation process. Reasonable accommodations may include, but are not limited to: assistive technology, ergonomic office furnishings, and removal, modification, or substitution of a class assignment or activity approved by the faculty member or dean, as applicable. The Point of Contact is the Associate Provost for Student Affairs. The NIU Memorandum can be found on the high side NIU policy page.

NIU Student Handbook: NIU supports requests from students who have or develop some form of disability for which they need a reasonable accommodation. Students who believe they need a reasonable accommodation for a disability of any kind should provide the exact language with supporting documentation to the Associate Provost for Student Affairs via email to NIU_Student_Affairs@niu.odni.gov.

Faculty and Staff: ODNI Instruction 121.01, Accessibility and Reasonable Accommodations, applies to ODNI permanent cadre employees, ODNI staff reserve (i.e., time-limited) cadre employees, Highly Qualified Experts; Intergovernmental Personnel Act detailees; presidential appointees, and applicants for ODNI employments. An assignee who may require a reasonable accommodation must request that their employing department or agency contact the ODNI Disability Program manager to coordinate the employing department or agency's provision of, or payment for, the reasonable accommodation. For further information, the email for contact is dni-reasonable-accommodation-mailbox@cia.ic.gov

Contractor: Contractor companies are responsible for providing reasonable accommodations to contractor personnel.

Military: For military detailees, a reasonable accommodation request or requirement for light or limited duty will be in accordance with the detailee's service regulations and coordinated through that detailee's respective service.

Personal Emergencies: If at the ICC-B, should illness, accident, or other issue require immediate assistance, faculty members should contact ODNI emergency response personnel at 911 on the unclassified phone. Be ready to provide location information (e.g.,

Roberdeau Hall) floor (e.g., 2nd floor), room location (e.g., office 2E-300S), reason of emergency (e.g., collapsed on floor, bleeding), name of those involved (e.g., John Doe), and phone number calling from (e.g., 301-243-xxxx). Contact 3-0001 for non-emergency number queries to security and medical personnel.

Stewardship of Government Resources: NIU faculty and staff are given substantial latitude in planning and executing a wide variety of activities designed to allow them to develop themselves professionally; enhance the learning experience of students, increase knowledge, and accomplish engagement with other educational and/or IC elements. All of these activities must be done in a manner that spends taxpayer dollars properly and efficiently. Faculty and staff must also account for funds spent through the timely filing of travel vouchers and submission of after-action reports to their dean or applicable supervisor. Equipment and facilities, including computers, copiers, printers, and shredders, must also be used with care and consideration and for official use only. Only materials related to the mission and operation of NIU or professional development should be copied or printed. Users are responsible for the proper operation of all equipment and the reporting of any breakage or malfunction. The Associate Vice President for Finance and Infrastructure is the NIU officer responsible for procuring supplies and repair of malfunctioning equipment. All faculty are to follow ODNI policies regarding government equipment. For more information, see ODNI Instruction 93.04, Limited Personal Use of Government Office Equipment on the high side ODNI policy page.

8. FACILITIES

Faculty members are expected to use facilities and equipment in direct support of NIU teaching, lesson planning, research, administrative tasks, and other authorized government activities only. Faculty members should ensure their students in the classroom respect the facility and use equipment in a safe and respectful manner (e.g., no sitting on tables, no eating or drinking near computer equipment, always returning the room to its original configuration). Report any facility issues to the NIU Facility Team at (U) 301-243-2171.

8.1 EMERGENCY PROCEDURES

Emergency Evacuation: The Military Deputy is responsible for ensuring NIU compliance with ODNI emergency evacuation procedures. Personnel discovering fire or smoke can either call 911 on the unclassified phone (only if safe to do so) or report to a Security Monitor/Green Jacket while exiting the building. Upon hearing the alarm all personnel will proceed to the nearest exit and report to his/her supervisor at the designated NIU assembly area. All personnel will secure all classified materials as rapidly as possible but not at the risk of harm.

If faculty members are teaching students at the time of evacuation, then the faculty member is fully responsible to ensure their students and guest speakers are accounted for outside the building in the designated NIU assembly area. Furthermore, unless directed by emergency or security personnel, no one should leave the ICC-B campus. Track Advisors and student Track Leaders will account for their fellow track students, and the Deans will

account for all faculty members. All will report their findings to the Military Deputy or designated representative.

Emergency Recall/Notification Procedures: NIU requires accurate locator information for all faculty members and students to facilitate communication of urgent information. Faculty members should maintain accurate location information and confirm the NIU Staff Directory is correct. ODNI civilians must also maintain current locator information in iCE/CWE at PeopleNow. NIU Recall Rosters are provided electronically on a periodic basis and a copy should be kept by a faculty member with their professional papers at home in case of recall or notification.

If faculty members need to be reached while in evening classes after business hours, call the ICC-B Security Operations Center at (U) 301-243-0001. The caller needs to provide the faculty name and classroom location if possible.

8.2 ICC-B OPERATING STATUS BASED ON OPM GUIDANCE

NIU and the ICC-B campus follow the Office of Personnel Management's (OPM) Government wide Dismissal and Closure Procedures and their operating status announcements posted on www.opm.gov. Please review the below guidance about how various OPM statuses will or will not affect NIU classes. Additional ICC-B operating status details will be provided on Blackboard and in MS Teams, as necessary.

Faculty will arrange for make-up of missed classes, as necessary. NIU Academic Centers should follow their local guidance.

- If OPM status is "Open," classes will be conducted in-person at ICC-B.

- If OPM status is "Open with Option for Unscheduled Leave or Unscheduled Telework OR Delayed Arrival with options for unscheduled leave or unscheduled telework, all classes for the entire day (day, evening, and/or weekend) will be held virtually on Microsoft Teams.
  - Teaching Faculty Unable to Teach Remotely: If a class cannot be held due to scheduling difficulties for the faculty member, the non-possession of a telework agreement, or if the course material cannot be taught in an unclassified environment, notification will be provided to the students via Blackboard and the class session will be made up at a later date. This will be left to the discretion of the faculty member. Notification should be provided to the Dean's office if a class is not going to be held.
  - Non-Teaching Faculty and Staff: All should consult with their supervisor before teleworking and those without an active telework agreement must report to work in person or take unscheduled leave. If there is a delayed arrival posted by OPM, non-teaching faculty and staff will be expected to arrive within the delayed time period or take unscheduled telework or leave.

- If OPM status is "Early Departure, Early Departure – X Hour(s) Staggered Release" or "Early Departure – X Hour(s) Staggered Release, all Employees Must Depart No Later Than XX:XX" or "Immediate Early Departure," classes will end for the day at the OPM-designated time for departure and all other classes scheduled to meet past that time will be canceled. Faculty and staff should coordinate departure times with their supervisors if it is a phased release.

- If OPM status indicates some form of "Office Closure," all classes (day, evening, and/or weekend) are cancelled for that day. All NIU employees with active telework agreements do not receive weather and safety leave for office closures and must telework, take leave, or combine telework and leave for the day.

- If the ICC-B campus closes for any reason apart from OPM guidance, NIU leadership will determine the impact to classes on a case-by-case basis and will provide guidance to students, staff, and faculty through normal communication channels.

8.3 SCHEDULING FACILITIES

NIU Classroom Scheduling and Support: Faculty members are responsible for the proper operation and care of all classroom equipment. It is essential that all faculty members become familiar with the proper procedures for activating and turning off all classroom equipment. If faculty members rearrange classroom chairs and desks for their class, they must return the class to its original configuration. Report any problems with classroom equipment and IT/AV systems to the NIU Education Technology Team by using the phones in the classrooms and the numbers provided.

NIU Registrar's Office is the scheduling authority for all NIU classrooms. Any classroom usage not previously scheduled must be scheduled in advance to prevent a conflict. Faculty members should not assume they have the latitude to schedule classes at different time, on different days, or in different classrooms without prior coordination with their Program Director and Registrar's Office.

NIU Conference Rooms: Scheduling and support is provided through the respective Deans.

ODNI Facilities Scheduling: Faculty members seeking to schedule ICC-B facilities (e.g., auditorium) for special events (e.g., All Hands meeting, training, class, conference) should coordinate with their Dean who represents the requesting organization. The Point of Contact submits an EXCALIBUR ticket, with the 5Ws answered, in advance of the event to guarantee space availability and use. Requests should also include any IT, AV, or furniture needs. The POC should also contact the NIU Security Team to verify the appropriate security requirements are met for any visitors attending the function by submitting an EXCALIBUR ticket on the high side.

If approved, the host organization should hold the event and be sure to return the facility layout as they found it or as directed, remove all trash, and make certain no classified material is left behind. Classified material cannot be left unattended at any time. The following are regularly recurring events in the ICC-B for students, staff, and faculty members:

- NIU Student Orientations
- NIU Presidential Lecture Series
- NIU All-Hands Meeting
- NIU Conferences
- NIU Convocation

Unclassified Telephone Procedures: To dial numbers within the ICC-B, the last five numbers of the extension will suffice. To dial any number outside ICC-B, dial 99-1-area code and number. Long distance commercial calls should only be used for professional and official purposes. For any VTC questions, contact the NIU Education Technology Team.

The following is a list of NIU Group/Team numbers (U):

- Admissions: 301-243-2094
- Education Technology: 301-243-2095
- Military: 301-243-2096
- Registrar: 301-243-2093
- Security: 301-243-2097

The Points of Contact for this document are the Provost, VP for Operations and Infrastructure, and VP for Research and Engagement.