

Standard 9

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Institutional
Integrity

Standard 9: Institutional Integrity

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OSU has a long tradition of clearly defined and articulated policies and procedures relating to issues of institutional integrity. These are employed consistently and congenially. The University accurately represents itself internally to students, staff, and faculty, and externally to government and regulatory agencies, accrediting bodies, and the public.

The University's commitment to integrity is reflected in the new Mission Statement (Figure 1.1), which cites truth, accountability, and responsibility as essential values: "OSU recognizes that our mission and goals must be supported by sound institutional values. These fundamental institutional values include accountability, diversity, respect, responsibility, and truth." In a later reference to valuing truth, the statement declares, "We honor and impart principles of academic honesty, freedom, truth, and integrity."

OSU's self study of institutional integrity begins with a description of the organizational framework and supporting documents, which guide the ethical behavior of faculty, staff, and students. Examined next are specific aspects of issues related to ethical standards, conflicts of interest, academic freedom, and public communication. Finally, the current situation regarding integrity at OSU is analytically summarized, major changes significantly impacting the institution's integrity are noted, and challenges and tasks for the future are identified.

Basic Organizational Framework

OSU is governed by a wide range of statutes, rules, regulations, policies, and procedures that have implications for the ethical behavior of faculty, staff, students, and administrators. These documents have been developed and maintained

over time and collectively provide a clearly articulated, regularly updated, and readily accessible set of guidelines at the state, system, and University levels.

The Oregon University System

The *Oregon Revised Statutes* (ORS) (Appendix 9.1 and Exhibit 9.1) and *Oregon Administrative Rules* (OAR) (Appendix 9.2 and Exhibit 9.2) provide the basic framework of integrity as it is applied to the Oregon University System (OUS) and to OSU. Two statutes (ORS 351.010 and ORS 351.020) specify that the Oregon State Board of Higher Education, consisting of eleven members appointed by the Governor, has oversight responsibilities of Oregon's four-year higher education institutions. The Board is subject to federal and state laws regulating ethical behavior, including those relating to discrimination in higher education programs and services (OAR 580-015-0015), appointment procedures (OAR 580-021-005), grievance procedures (OAR 580-021-0050), and processes for the procurement of goods and services (OAR 580-040-0225).

The Board's *Bylaws* (Appendix 9.3) and the *Internal Management Directives* (Appendix 9.4) define its duties, responsibilities, organizational structure, and operating procedures. The Board is responsible for appointing a Chancellor to operate and manage the OUS. In turn, the Chancellor and the Chancellor's staff are governed by appropriate policies and procedures as they carry out their responsibilities and develop working relationships with the member institutions of the OUS.

Oregon State University

In addition to the OARs outlined for the OUS, a specific set of OARs exists for OSU (Appendix 9.5 and Exhibit 9.3, OAR 576). These rules describe

"OSU recognizes that our mission and goals must be supported by sound institutional values. . . . We honor and impart principles of academic honesty, freedom, truth, and integrity."

—OSU Mission Statement

such topics as the rights of free expression and speech (OAR 576-005-0005), student conduct regulations (OAR 576-015-0005), student appeals and grievances (OAR 576-022-0005), and faculty grievance procedures (OAR 576-050-0010).



OSU Administrative Policies and Procedures Manual (Appendix 9.6 and Exhibit 9.4) addresses the rights, responsibilities, and professional ethics of faculty and staff and provides guidelines and rules for procedures, activities, and conduct. Included is an *Affirmative Action Handbook*, as well as four

Personnel Procedures Handbooks outlining employment registration, leave time, student personnel, and worker's compensation. Faculty information such as benefits, governance, promotion and tenure guidelines, consulting, and grievance procedures are addressed in detail in the *Faculty Handbook* (Appendix 9.7 and Exhibit 9.5). In addition, faculty in individual disciplines may have ethical guidelines that are consistent with their disciplinary practices. For example, codes of conduct and ethical standards have been articulated for each of the academic programs in the College of Engineering through the professional accreditation requirements of the Accreditation Board of Engineering and Technology (ABET) (Exhibit 9.6). Academic units that are regulated by such discipline-specific ethical guidelines usually cite the relevant standards in their college or departmental promotional materials and/or handbooks.

Student rights and responsibilities, including procedures for due process related to issues associated with academic programs, are described in detail in the *Academic Regulations* (Appendix 9.8), printed each term in the *Schedule of Classes* (Exhibit 9.7). Related information for students is also provided in the *General Catalog* (Exhibit 9.8).

Student rules and expectations are articulated principally in *Academic Regulations* (Appendix 9.8) and *Student Life Policies and Regulations* (Appendix 9.9 and Exhibit 9.9). *Academic Regulations* deals with expectations and limitations associated with academic programs and curricula, while *Student Life Policies and Regulations* defines OARs as they relate specifically to OSU students. Several other resources have been developed to help define student activities, principles, granted rights, and freedoms. These include the *Campus Compact: A Statement of Vision, Values, and Commitments* (Exhibit 9.10), the *ASOSU Constitution and Bylaws* (Exhibit 9.11), the *Student Conduct Regulations* (Exhibit 9.12), the *Guide to Student Life* (Exhibit 9.13) and the *Student Involvement Planner* (Exhibit 9.14). As these documents illustrate, students at OSU are afforded a wide range of rights and responsibilities, as well as a wealth of opportunities and obligations (such as membership on University and Faculty Senate committees) and procedural guarantees (such as grievance procedures) for redress and rectification when problems arise.

Policy Review and Revision

The *Oregon Revised Statutes*, *Oregon Administrative Rules*, *OSU Faculty Handbook*, *OSU Administrative Policies and Procedures Manual*, and other policy documents are continually revised and updated in response to internal and external factors. These factors include changes in state or federal laws or regulations, new or changed technologies, or issues brought forth by faculty, staff, students, or the public. Recommendations for policy additions and changes often come from faculty or staff governance groups such as the Faculty Senate, the President's Cabinet, the Provost's Council, or from offices primarily responsible for enforcing a given policy or procedure. Changes in OSU policies related to OAR issues are identical to, or consistent with, changes in state OARs, although OSU versions are likely to be more detailed.

The Faculty Handbook details information on faculty benefits, governance, promotion and tenure, and grievance procedures.

In addition to the manuals and handbooks previously mentioned, OSU maintains a number of other policy and procedure documents concerned with the academic and administrative affairs of the campus. These include the *Budgets Handbook* (Exhibit 9.15), the *Academic Advising Manual* (Exhibit 9.16), and the *Curricular Procedures Handbook* (Exhibit 9.17). While these may not relate to issues of integrity as directly as the documents previously cited, they support a philosophy advocating attention to fundamental processes, shared and accessible information, and consistent practice and application. Revision of these stated policies and procedures might occur through a faculty governance body, such as the Curriculum Council, or by decisions made by administrators responsible for specific functions, such as the Office of Budgets and Institutional Research.

A review and revision of policies and procedures can also be triggered by accreditation reports of academic programs, internal or external budgetary audits, performance or compliance reviews, formal grievances, and informal complaints. Such instances offer even more opportunities for the University to check its alignment with various aspects of institutional integrity.

Ethical Standards

All faculty and administrators are expected to uphold the highest ethical and professional standards and behavior, not only in their roles as educators, scholars, and public servants, but also as role models for students. Administrators are expected to follow (and sometimes enforce) the rules and procedures articulated in the *Oregon Administrative Rules* (OAR), *OSU Administrative Policies and Procedures Manual* (Exhibit 9.4) and the *OSU Faculty Handbook* (Exhibit 9.5). The *Handbook* identifies faculty responsibilities that include practicing intellectual honesty, seeking and stating the truth, exemplifying high scholarly standards, fostering honest academic conduct and fair evaluation of students, respecting students as

individuals while adhering to the proper role of intellectual guide, and being objective when judging the professional capabilities and performance of colleagues.

The professional and ethical behavior of faculty and classified staff are also addressed in the *OSU Administrative Policies and Procedures Manual* (Exhibit 9.4). Specific guidelines relate to such topics as sexual harassment, equal opportunity/affirmative action, drug and alcohol abuse, and the acceptable and ethical uses of University information resources and state property in general. In addition, the *Manual* outlines standardized employment procedures for recruiting, hiring, training, evaluating, and terminating University employees.

Classified employees at OSU are governed by a collective bargaining agreement with the Oregon Public Employees Union (OPEU). The current contract details policies on such issues as management rights, non-discrimination, leaves, grievance procedures, and employee conduct (Exhibit 9.18). The University's commitment to high ethical standards, fair practice and treatment, due process, and professional behavior in regard to classified staff is the same as that for faculty. Faculty, staff, and administrators/supervisors are aware of elements in the classified collective bargaining agreement and consistently apply professional treatment of all employees.

OSU students are also expected to follow general principles of social and ethical behavior as members of the University community. *Student Life Policies and Regulations* (Exhibit 9.9) as well as the *Student Conduct Regulations* (Exhibit 9.12) describe expected behaviors and define disciplinary actions and appeals as they relate to inappropriate behaviors. These documents include such diverse topics as drug and alcohol use, academic honesty, and discrimination.



Students are expected to follow the guidelines set out in several publications that cover academic and personal behaviors.

Conflicts of Interest

OSU policies regarding conflicts of interest follow the state ethics law (OAR 580-0211-0025), defining the appropriate use of resources and facilities,



as well as personal conflicts of interest: “No full-time employee...shall engage in any outside employment that substantially interferes with duties. Complaint by any person regarding potential conflicts of interest may be referred for investigation to the President, Chancellor or Director of Internal Audit who shall investigate the complaint” (Exhibit 9.2, Division 21, p. 3). The *Faculty Handbook* further defines conflicts of interest and their applicability to faculty (Exhibit 9.5).

Faculty members may cooperate with public agencies on matters of mutual interest or public benefit as part of their service to the University and the community when there is no question of conflict of interest.

These established policies identify potential conflicts of interest, such as engaging in private business during working hours, outside consulting, use of University resources for private purposes, and accepting gifts from vendors who do business with the University. In addition, OSU has established a policy on outside professional activity (Exhibit 9.19, p. 2), which states that faculty members, as part of their official University duties, may cooperate with public agencies on matters of mutual interest or of public benefit as part of their service rendered to the University. However, “No engagement shall be accepted which will involve a conflict of interest as prohibited by applicable state law or University regulations.” This conflict of interest is further articulated in OSU’s *Research Handbook* (Exhibit 9.20).

Academic Freedom

Academic freedom is the intellectual and creative foundation of the University. This concept is clearly stated in OAR 580-22-0005 (Exhibit 9.2) and in OSU’s *Faculty Handbook* (Exhibit 9.5) and

applies to all members of the faculty, part-time and full-time, including graduate assistants:

The faculty and administration of OSU jointly accept the responsibility for maintaining an atmosphere in which scholars may freely teach, conduct research, publish, and engage in other scholarly activities. This responsibility includes maintaining the freedom for the examination of controversial issues throughout the University, including classroom discussion when such issues are germane to the subject matter of the course.

The University does not attempt to control the personal opinion, nor the public expression of that opinion, of any member of the faculty or staff of the institution. Indeed, the faculty and administration of OSU feel a responsibility to protect the right of each employee to express his or her personal opinion, but in doing so, employees have an obligation to avoid any action which purports to commit the institution to a position on any issue without appropriate approval (Exhibit 9.5).

In short, OSU embraces individual academic freedom for study, inquiry, research, and debate, conditioned and balanced by a commitment to pursue its stated mission. As the *Faculty Handbook* outlines in further detail, faculty are expected to pursue truth and knowledge and are conferred the right to research, teach, and discuss any topic without being subject to University or System discipline or censorship. Faculty are expected to prize accuracy, exercise appropriate restraint, show respect for the opinions of others, and protect the academic freedom of students and their rights of access to the University.

In the past ten years, only twenty-five grievances have been filed at OSU, with only one charging violation of academic freedom (a faculty member did not want to teach a certain course).

Public Communication

All of OSU's information dissemination functions and activities are expected to uphold the basic institutional principles of honesty, accuracy, and integrity.

OSU abides by a number of policies regarding interaction with the public and the press. The Division of University Advancement and the Department of News and Communication are responsible for external communications through the news media as well as various printed documents. Campus-wide announcements representing the views of the institution as a whole must be authorized by University Advancement or the President's Office. Working with college administrators, University Advancement staff ensures that any official statements are accurate and coordinates them with appropriate units on campus. Staff, working in conjunction with University administrators, also provides oversight of general campus marketing efforts, legislative relations, campus events, media relations, media inquiries, and campus emergency information services.

In addition to the duties and responsibilities of University Advancement, individual units coordinate communication in such diverse areas as statewide outreach, agricultural communication, research, athletics, and alumni. For example, the Extension and Experiment Station Communications office disseminates information related to educational and research efforts in agriculture as well as other related program areas (Exhibits 9.21–23). The Office of Intercollegiate Athletics provides information regarding OSU's NCAA Pacific-10 athletic teams (Exhibit 9.24), and the Alumni Relations office distributes the *Oregon Stater* to all OSU alumni (Exhibit 9.25). Other examples are readily available.

OSU produces hundreds of publications annually. Some, including the University catalogs and general recruiting materials, are intended for wide distribution throughout the state and beyond.

Others are designed for more limited purposes, such as recruiting prospective students for specific academic majors, informing students about the advantages of various University programs and services, or seeking contributions for particular colleges or departments. A team of editors, writers, and designers in the Office of University Publications works to ensure that information distributed both on and off campus is accurate, easily understood by the targeted audience, and designed in accordance with guidelines for identifying the University as the source of the information. Since many different OSU departments and offices are involved in publications production, University Advancement has recently developed a *Graphic Identity Guide* (Exhibit 9.26) that outlines proper use of the University's name, logo, and seal, among other similar issues.

The University's principal publications (the general catalogs and related documents) provide an example of OSU's dedication to accuracy and integrity. The Division of Academic Affairs has oversight responsibilities for the *General Catalog* (Exhibit 9.8), the *Graduate Catalog* (Exhibit 9.27), the *Summer Term Catalog* (Exhibit 9.28), the *Distance and Continuing Education Handbook* (Exhibit 9.29), the *Schedule of Classes* (Exhibit 9.7), and the *Viewbook* (Exhibit 9.30). The Academic Affairs Publications Committee approves cover designs, sets identity specifications, and reviews policies and procedures regarding the publication of these types of documents. The Committee either implements a publication request or makes recommendations and suggestions to appropriate Academic Affairs staff regarding any issues, concerns, or problems that may arise. Accuracy is assured through careful processes that involve collaboration and review by all academic units and many administrative support groups.

The University also produces several publications aimed at providing on-campus faculty, staff,



In addition to University publications, students operate newspaper, literary, and yearbook publications as well as a popular radio station.

students, and administrators, as well as off-campus constituents, with informative and insightful characteristics and descriptive synopses. Annual University publications include a *Fact Book* (Exhibit 9.31), *Facts-at-a-Glance* (Exhibit 9.32), *Enrollment Summary* (Exhibit 9.33), and *Graduation Summary* (Exhibit 9.34) that illustrate in tables and figures information about OSU's students, faculty, academic programs, budgets, research, and so forth. The President's Office, working in collaboration with the Division of University Advancement, produces an annual *President's Report* (Exhibit 9.35). The report not only highlights the accomplishments of the past year, but

also identifies some of the challenges and opportunities the University can expect to face in the coming years.

Considerations of honesty and accuracy sometimes create an interesting set of dynamics surrounding the production of specific publications. In its

catalogs and recruitment materials, for example, OSU wants to portray a welcoming and inclusive environment for ethnic minorities and other underrepresented groups. Photos appearing in these publications therefore might be expected to include generous numbers of students in these categories. For some prospective students, however, this practice could lead to an assumption that OSU has a larger population of these groups than is the case. Careful attention is required to craft such publications so they are welcoming to all yet accurately depict the current reality.

Many of the processes used in producing printed publications have guided the relatively recent development of the OSU Website (oregonstate.edu). The site includes many University publications as well as a collection of the University's policies and procedures. The content and presentation of this and other University information appearing on the Internet is governed by institutional policies requiring appropriateness, currency, and accuracy.

As electronic access of materials previously available only as hard copies has become more prevalent, oversight of this medium has assumed more importance. The Office of Web Services now directs the OSU Home Page and oversees the placing of OSU catalogs and the *Schedule of Classes* on the Web. The office is also working with the Academic Affairs Publications Committee and the Office of University Publications to develop a common and recognizable format for all of the Web pages that originate at the University. Standards for content and appearance and a process for seeking "official" approval are available in the *OSU Web Policies and Procedures Guidelines* (Exhibit 9.36).

Assessment

Historically, OSU has operated on basic, fundamental principles of integrity. This intrinsic sense of integrity and commitment is applied to all areas of University operations, including teaching, scholarship, and public service, and in its relationships with the Oregon State Board of Higher Education, the Chancellor's Office, other educational institutions, and various regulatory and accrediting agencies. The University subscribes to, and exemplifies, high ethical standards in all of its dealings with employees, students, agencies and organizations, and the general public. In addition, OSU encourages public discourse on tough issues and remains open to careful examination and, when warranted, re-examination of decisions based on those values.

OSU fully recognizes the importance of leading by example. The President, Vice Presidents, Vice Provosts, Deans, Department Chairs/Heads, and Administrative Directors repeatedly stress the importance of consistently acknowledging and applying the values stated in the University's Mission Statement. The extent to which administrators apply and enforce the various policies, rules, and regulations is an important



In catalogs and recruitment materials, care is taken to portray OSU as an inclusive and welcoming environment for underrepresented groups without misrepresenting the current reality.

element addressed and assessed in their annual evaluations.

The University's philosophy is supported by a well-developed set of published policies addressing ethical standards for faculty, classified staff, and students. Conflicts of interest for employees are clearly defined. Personal and academic freedom is embraced for both faculty and students. When infractions occur in any of these areas, immediate corrective actions are taken.

Processes relating to public communication are in place to uphold principles of honesty, accuracy, and integrity. OSU has a long academic tradition of and commitment to the pursuit of truth and the communication of knowledge to others. In carrying out this essential commitment, the highest ethical standards are consistently maintained.

During the past ten years, OSU has initiated a number of actions reflecting various aspects of institutional integrity. These include:

- Rewriting the University's mission, based on campus input, and adding a set of values related to institutional accountability, diversity, respect, responsibility, and truth. (See osu.orst.edu/mission/ and Standard 1 for more information.)
- Developing and implementing policies facilitating access to University programs and buildings for students, faculty, and staff with physical disabilities. (See the ADA—Accessibility section of Standard 8 for more information.)
- Establishing an on-campus mediation center to provide early intervention and resolution for individuals or groups in conflict. (See the Student Conduct and Mediation Programs section of Standard 3 for more information.)
- Shifting the approach to student conduct from punitive measures to concerns related to academic integrity, ethical behavior, and moral development, and moving from a narrow focus on individual responsibility to a

broader cultural context of behavior and its impact on the community. (See the Student Conduct and Mediation Programs section of Standard 3 for more information.)

- Forming the Academic Affairs Publications Committee to set policy and make recommendations to ensure that the highest standards are applied to Academic Affairs publications.
- Placing key publications outlining rights, responsibilities, and expected behavior on the OSU Web page. These include the *Oregon Administrative Rules*, the *Internal Management Directive*, the *Bylaws of the Oregon State Board of Higher Education*, the *OSU Faculty Handbook*, and the *OSU Administrative Policies and Procedures Manual* to improve accessibility.
- Revising and updating the University's policy on faculty promotion and tenure and implementing a new policy on faculty post-tenure review.
- Adding an element to the annual evaluations of administrators, assessing the extent to which they apply and enforce OSU policies, rules, and regulations.
- Finalizing a new contract and set of policies for graduate students, who recently elected to unionize.
- Working with the Oregon Legislature and the Oregon State Board of Higher Education via the Chancellor's Office to develop performance indicators for Oregon's public higher education institutions.
- Adhering to the *Statement of Good Practices and Shared Responsibility* advocated by the Council for Higher Education Accreditation (Exhibit 9.37).

The University has also carried out a special commitment to diversity and equal opportunity. For example, the Minority Education Offices were established in 1997 to foster a cultural and educational environment that enhances and improves

the academic success of students of color. The four offices (Asian/Pacific American, Casa Educacional, Indian Education and Ujima



Four cultural centers on campus share goals related to the recruitment and retention of students of color.

Education) work closely with various units on campus that have primary goals related to the recruitment and retention of students of color. Last year the University's four Cultural Centers (the Asian Cultural Center, the Black Cultural Center, Centro Cultural Cesar

Chavez, and the Native American Longhouse) were renovated and expanded. In 1998–2000, these and other units in the Division of Student Affairs trained more than 1,000 students, staff, and faculty in the area of prejudice reduction and appreciation of difference. (More information on these activities appears in the Minority Education Offices section of Standard 3.)

In terms of future activities, it appears likely that more and more OSU policies and procedures with implications for institutional integrity will be placed on the Web. In the past, searching for specific information frequently involved contacting more than one individual. Now, much of what previously had very limited accessibility is readily available worldwide to anyone who has a computer and access to the Web. The electronic distribution and availability of policies and procedures will continue to be an improvement over limited access to manuals and handbooks kept in central offices.

Previously the *Faculty Handbook* was revised and distributed to the faculty every few years, and copies of the *Administrative Policies and Procedures Manual* were restricted to colleges, departments, and administrative offices. The *Manual* was often difficult to locate and unevenly maintained. Website access has made these materials available

to the entire campus community and has facilitated their updating.

As a result of OSU's self study of institutional integrity, the following tasks have been identified for attention during the next few years:

- Review the *OSU Administrative Policies and Procedures Manual* (several of the sections have not been reviewed or updated in more than five years).
- Review and update the *OSU Faculty Handbook* (the last thorough review was in 1996).
- Develop a Web-based procedure enabling faculty and staff to provide input and feedback regarding University policies that are being reviewed and updated.
- Establish an oversight committee to monitor all publications produced for external audiences to ensure that such publications meet a high standard of quality and accuracy.
- Establish a uniform template for describing academic programs in the *OSU General Catalog*.

OSU recognizes that, although all of the appropriate policy and procedural mechanisms appear to be in place, the need for refining and re-examining issues of institutional integrity is a never-ending endeavor, particularly on those occasions when important values are in conflict. The challenge is to be vigilant to the need for change while maintaining the University's integrity and high ethical standards. This will be particularly important in the coming years as the University enjoys more autonomy in making academic program and other decisions that have previously been in the hands of the Oregon State Board of Higher Education and the Oregon University System.

Resources

Appendices

- 9.1 *Oregon Revised Statutes: Chapters 351, 352, 354—1999 Edition* (Table of Contents). State of Oregon, Oregon Legislative Administration.
- 9.2 *Oregon Administrative Rules: OAR Chapter 580 — Division 1-50, Oregon State System of Higher Education* (Table of Contents). State of Oregon, Secretary of State.
- 9.3 *Bylaws of the Oregon State Board of Higher Education*. Oregon University System, Oregon State Board of Higher Education.
- 9.4 *Internal Management Directives* (Table of Contents). Oregon University System, Oregon State Board of Higher Education.
- 9.5 *Oregon Administrative Rules: OAR Chapter 576 — Division 1-50, Oregon State System of Higher Education, Oregon State University* (Table of Contents). State of Oregon, Secretary of State.
- 9.6 *OSU Administrative Policies and Procedures Manual* (Table of Contents). Oregon State University.
- 9.7 *OSU Faculty Handbook* (Table of Contents). Oregon State University, Office of Academic Affairs.
- 9.8 *OSU Academic Regulations: 2000–2001*. Oregon State University, Office of Academic Affairs.
- 9.9 *OSU Student Life Policies and Regulations: 1999–2000* (Table of Contents). Oregon State University, Division of Student Affairs.
- 9.6 *Accreditation Requirements*. Accreditation Board of Engineering and Technology (ABET), November 2000.
- 9.7 *OSU Schedule of Classes* (Fall, 2000; Winter 2001; Spring 2001). Oregon State University, Office of Academic Affairs.
- 9.8 *OSU General Catalog: 2000–2001*. Oregon State University Bulletin. Oregon State University, Office of Academic Affairs.
- 9.9 *OSU Student Life Policies and Regulations: 1999–2000*. Oregon State University, Division of Student Affairs.
- 9.10 *OSU Campus Compact: A Statement of Vision, Values, and Commitments*. Oregon State University, Division of Student Affairs, 1999.
- 9.11 *ASOSU Constitution and Bylaws*. Oregon State University, Associated Students of Oregon State University.
- 9.12 *OSU Student Conduct Regulations*. Oregon State University, Division of Student Affairs.
- 9.13 *OSU Guide to Student Life: 2000–2001*. Oregon State University, Division of Student Affairs.
- 9.14 *OSU Student Involvement Planner*. Oregon State University, Division of Student Affairs.
- 9.15 *OSU Budgets Handbook*. Oregon State University, Office of Budgets and Institutional Research.
- 9.16 *OSU Academic Advising Manual*. Oregon State University, Office of Academic Affairs.

Exhibits

- 9.1 *Oregon Revised Statutes: Chapters 351, 352, 354—1999 Edition*. State of Oregon, Oregon Legislative Administration.
- 9.2 *Oregon Administrative Rules: OAR Chapter 580 — Division 1-50, Oregon State System of Higher Education*. State of Oregon, Secretary of State.
- 9.3 *Oregon Administrative Rules: OAR Chapter 576 — Division 1-50, Oregon State System of Higher Education, Oregon State University*. State of Oregon, Secretary of State.
- 9.4 *OSU Administrative Policies and Procedures Manual*. Oregon State University.
- 9.5 *OSU Faculty Handbook*. Oregon State University, Office of Academic Affairs.
- 9.17 *OSU Curricular Procedures Handbook*. Oregon State University, Office of Academic Affairs.
- 9.18 *Collective Bargaining Agreement, Oregon Public Employees Union: 1999–2003*. Oregon University System.
- 9.19 *OSU Policy on Outside Professional Activities*. Oregon State University, Research Office.
- 9.20 *OSU Research Handbook*. Oregon State University, Research Office.
- 9.21 *Oregon Agricultural Progress*. Oregon State University, Extension and Experiment Station Communications.
- 9.22 *Oregon Salmon*. Oregon State University, Extension and Experiment Station Communications, Fall 1998.

- 9.23 *Poverty in Oregon*. Oregon State University, Extension and Experiment Station Communications, Winter 2000.
- 9.24 *OSU Football Media Guide*. Oregon State University, Office of Intercollegiate Athletics.
- 9.25 *Oregon Stater*. Oregon State University, Office of Alumni Relations.
- 9.26 *OSU Graphic Identity Guide*. Oregon State University, Division of University Advancement, 1999.
- 9.27 *OSU Graduate Catalog: 2000–2001*. Oregon State University, Graduate School.
- 9.28 *OSU Summer Term Catalog: 2000*. Oregon State University, Summer Session and Pre-College Programs.
- 9.29 *OSU Distance and Continuing Education Handbook: 2000–2001*. Oregon State University, Office of Distance and Continuing Education.
- 9.30 *OSU Viewbook: 2000–2001*. Oregon State University, Office of Admission and Orientation.
- 9.31 *OSU Factbook: 2000*. Oregon State University, Office of Budgets and Planning.
- 9.32 *OSU Facts-at-a-Glance: 2000*. Oregon State University, Office of Budgets and Planning.
- 9.33 *OSU Enrollment Summary: Fall Term 2000*. Oregon State University, Office of Budgets and Planning.
- 9.34 *OSU Graduation Summary: 1999–2000*. Oregon State University, Office of Budgets and Planning.
- 9.35 *OSU President's Report: 2000*. Oregon State University, Office of the President and Division of University Advancement.
- 9.36 *OSU Web Policies and Procedures*. Oregon State University, Web Works.
- 9.37 *Statement of Good Practices and Shared Responsibility*. Council for Higher Education Accreditation, February 2000.