



# Faculty Handbook

Riverside, CA  
Edition: 05/2022

# Foreword

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## 1.1 Definition and Purpose

## 1.2 Revisions

## 1.3 Custody and Updates

## 1.4 Access

## 1.1 Definition and Purpose

The La Sierra University Faculty Handbook contains a review of important policies and procedures primarily for the information of La Sierra University faculty members and administrators. Additional useful information is contained in other university publications such as the undergraduate and graduate Bulletins, the Student Handbook, and the Salaried Employee Handbook. This handbook is not intended to represent the complete and exact text of all university rules, regulations, policies, and procedures. Policies and memoranda that are paraphrased, excerpted, or summarized are followed by the notation, “See . . .” Consult the appropriate administrative offices for further information.

## 1.2 Revisions

La Sierra University reserves the right to revise, modify, or repeal any of its policies or procedures. Revisions and additions may be made at any time, although a revised version is typically released annually. The process for revising Handbook policies and procedures is as follows:

- A. Any member of the university community may propose Handbook revisions to the Office of the Provost.
- B. The provost forwards proposed revisions to the appropriate university committee for deliberation and recommendation to the Faculty Senate.
- C. The Faculty Senate submits proposed revisions to the Faculty Handbook Committee.
- D. The Faculty Handbook Committee reviews proposed revisions to insure the consistency of Handbook policies, procedures, and style; and reviews the revisions’ alignment with other university documents with higher authority; and reports its findings to the Faculty Senate.
- E. The Faculty Senate reviews the proposed revisions and submits its recommendations in a timely fashion (typically within 12 months) to the University Council.

F. The University Council reviews the proposed revisions and gives final approval or refers them back to the Faculty Senate in a timely fashion (typically within 12 months).

G. The revision process is complete only after the provost officially notifies the faculty (as per 1.3) by providing them with a copy of the voted revisions.

## 1.3 Custody and Updates

Custody of the Faculty Handbook resides with the provost. The provost will periodically issue revised editions of the entire Faculty Handbook with the edition date at the bottom of each page. Revisions to the Handbook are generally made annually. Exceptions to this may occur when an effective date is included in a voted action by the relevant campus entity.

## 1.4 Access

The Faculty Handbook is available online or at the office of the Provost.

The Faculty Handbook is the property of La Sierra University.

For more information, you may contact:

Office of the Provost  
225 Administration Building  
(951) 785-2320  
[provost@lasierra.edu](mailto:provost@lasierra.edu)  
<http://lasierra.edu/provost>

# Governance and General Policies

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# Mission Statement

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As members of the diverse La Sierra University community, we are committed to inquiry, learning, and service. Our community is rooted in the Christian gospel and Seventh-day Adventist values and ideals. Our mission is:

- To **seek truth**, enlarging human understanding through scholarship;
- To **know God, ourselves, and the world** through reflection, instruction, and mentoring;
- To **serve others**, contributing to the good of our local and global communities.

We pursue this mission with excellence, integrity, compassion, and mutual respect.<sup>1</sup>

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<sup>1</sup> Revised version voted by the Board of Trustees May 21, 2009

# Faculty Governance

<b>2.1 General Statements</b>
<b>2.2 Role of the Faculty</b>
<b>2.3 Role of the Faculty Senate</b>
<b>2.4 Role of the Administration</b>
<b>2.5 Role of the Students</b>
<b>2.6 Function of Standing Committees</b>
<b>2.7 Other Standing and Ad Hoc Committees</b>

## 2.1 General Statements

- A. Grounded upon an atmosphere of trust, good will, and collegiality, La Sierra University's governance structure seeks to insure a cooperative interaction of the university's trustees, faculty, administrators, and students in the development and implementation of the university's mission. Through participation in department, school, Faculty Senate, SALSU Senate, and the extensive university committee structure, all groups within the university have the opportunity to influence the governance of the university, to propose changes in university policy, and to maintain an updated strategic plan. However, within this structure of shared governance, specific groups, as described below, possess areas of primary responsibility.
- B. University governance bodies shall include effectiveness dates in their policy-related actions and in setting such dates shall provide sufficient time for the notification of all affected parties before the actions are to take effect. Such policies take effect only after the chair or secretary of the governance body officially notifies all affected parties by written document, electronic mail, or other verifiable means and provides them with a copy of the voted actions or refers them to such actions published on-line.

## 2.2 Role of the Faculty

The faculty have primary responsibility for developing and proposing academic and faculty policies and for creating and revising curricula (see parts II and III) and have responsibility for recommending the means for their implementation.

- A. Inter-school policy and curriculum development are primarily the responsibility of the Faculty Senate.
- B. Intra-school policy and curriculum development are the responsibility of academic departments and schools.

## 2.3 Role of the Faculty Senate

- A. The Faculty Senate is the recognized representative body for the university-wide faculty. The senate represents the independent voice of the university faculty as it works cooperatively with the administration, trustees, and student body to secure effective participation in the activities, policies, and governance of the university. The primary purpose of the Faculty Senate is to provide an organized forum where the faculty of the university may actively participate in the governance of their university. (See Faculty Senate Constitution, Appendix B)
- B. The Faculty Senate reports directly to the president. In practice, its recommendations to the president for implementation or for further recommendation to the Board of Trustees are submitted to the University Council for consideration. If the actions or recommendations of the University Council are different from what the Faculty Senate recommended, the president will report such differences in writing to the Faculty Senate before implementing the actions or submitting the recommendations to the Board of Trustees with sufficient time for the Faculty Senate to respond in writing to the University Council.

## 2.4 Role of the Administration

Administrators have primary responsibility for implementing university policies and the university's strategic plan and for facilitating the faculty in the achievement of the university's mission. (See the administrative organizational chart that follows and the appendix to part I for the job descriptions of the provost, vice presidents, and other administrators; others are on file in the Human Resources Office)

## 2.5 Role of the Students

Student participation in university governance educates students in the process of collaborative decision-making and supplements their formal academic experience. Student service on university governance and operational committees primarily provides essential student perspectives on issues. Students conduct their own governance affairs through the officially sanctioned Student Association of La Sierra University (SALSU). The SALSU constitution describes the powers, responsibilities, and procedures of the association.

## 2.6 Function of Standing Committees

Together with the Faculty Senate, the university's standing committees insure that the work of the university takes place under a process of shared governance. Standing committees possess the power to act and to recommend to administrators, trustees, or to other committees. There are two types of standing committees: governance and operational.

A. Governance committees develop, recommend, and approve university policies and the university's strategic plan. Membership comprises broad representation from the university, including faculty and administrators, and, when appropriate, trustees, students, and staff. These committees are:

1. University Council
2. Strategic Planning Committee
3. Undergraduate Academic Council
4. Graduate Council
5. Budget and Finance Committee
6. Student Life Committee

B. Operational committees advise administrators and facilitate the implementation of university policies and the university's strategic plan. Membership comprises individuals with the appropriate knowledge or skills. Some of these committees and the administrators they report to include:

1. Committees that report to the president:
  - i. Grievance Committee
  - ii. Religious Life Committee
2. Committees that report to the provost:
  - i. Assessment Committee
  - ii. Deans' Committee
  - iii. Executive Committee
  - iv. Graduate Admissions Committee
  - v. Graduate Council
  - vi. Graduate Admissions Committee
  - vii. Honors Council
  - viii. Institutional Effectiveness Team
  - ix. Intellectual Life Committee
  - x. Library Committee
  - xi. Rank and Tenure Committee
  - xii. Undergraduate Admissions Committee
  - xiii. University Studies Administrative Committee
3. Committees that report to the vice president for financial administration:
  - i. Buildings and Grounds Committee
  - ii. Compensation Committee
  - iii. Strategic Computing Advisory Committee

4. Committees that report to the vice president for student life:
  - i. Residential Life Committee
  - ii. SALSU Senate
5. Committee that reports to the vice president for enrollment services:
  - Scholarship Awards Exceptions Committee
6. Committees that report to the vice president for advancement:
  - i. Social Committee
  - ii. Student Awards and Scholarships Committee

## 2.7 Other Standing and Ad Hoc Committees

- A. The university has other standing committees that operate only within schools or the Faculty Senate or have only a limited function in terms of campus scope. Examples of the latter include Institutional Animal Care and Use Committee (IACUC), Institutional Review Board, Registration Committee, and Undergraduate Student Recommendations Committee. Details concerning such standing committees are on file in the offices of the respective academic deans and vice presidents.
- B. In addition to its standing committees, the university from time to time establishes ad hoc or temporary committees to which it makes specific, time limited assignments.

# Accreditation and Credentials

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<b>3.1 General</b>
<b>3.2 Approval Process</b>
<b>3.3 Self-studies</b>
<b>3.4 WASC and AAA</b>
<b>3.5 Professional Accrediting Organizations</b>

## 3.1 General

The university seeks or maintains accreditation with appropriate national, regional, and professional accrediting associations. The university also offers credentialing programs approved by the State of California and the Seventh-day Adventist Church.

## 3.2 Approval Process

Decisions regarding accreditation and credentialing are made by the Board of Trustees upon the recommendation of the president after consultations with the provost, appropriate deans, and faculties with respect to need for the accreditation and the advantages to the university.

## 3.3 Self-studies

The provost shall coordinate all accreditation self-studies or delegate the same to appropriate deans, academic units, or individuals.

## 3.4 WASC and AAA

Communication with the regional accrediting organization for the university, the Western Association of Schools and Colleges, and the Adventist Accrediting Association is the responsibility of the president and/or the university's appointed liaison officer.

## 3.5 Professional Accrediting Organizations

Communications with national professional accrediting and credentialing organizations is the responsibility of the provost. This responsibility may be delegated to a dean or chair in counsel with the president.

# Appointment of Administrators

- 1.1 General Procedures for Appointment of Administrators
- 1.2 Appointment of President
- 1.3 Appointment of Provost
- 1.4 Appointment of Vice President for Financial Administration (as Chief Financial Officer)
- 1.5 Appointment of Other Vice Presidents
- 1.6 Appointment of Deans of Schools
- 1.7 Approval of Appointment

## 1.1 General Procedures for Appointment of Administrators

- A. Applicants for administrative positions will submit a curriculum vitae and if not currently employed at the university they will also fill out an application for employment.
- B. In addition to these general expectations of all positions, procedures for recruitment and review of applicants will follow specific policies for the positions as outlined below.
- C. The search process, when required, should be informed by common practice (see, e.g., T. J. Marchese, *The Search Committee Handbook: A Guide to Recruiting Administrators*), which should include but not be limited to the following:
  - 1. The search committee should seek appropriate campus input.
  - 2. Names recommended should be prioritized.
  - 3. Only voting members participate in the final deliberations.
  - 4. Candidates prepare a written response to specific issues posed by the search committee, including their understanding and support of the university's mission.
  - 5. Diversity in terms of gender, ethnicity, and search committee experience will be considered for the makeup of the search committee. However, the primary goal is to assemble a committee which is acting on behalf of the university.

D. If a candidate is currently employed by another Seventh-day Adventist institution the following procedures should be observed:

- 1. The appropriate vice president obtains clearance from the corresponding officer of the employing organization before the candidate has a formal interview for the position or negotiations begin.
- 2. The following documented information is obtained from the employing organization: obligation, if any, to the current employing organization for unamortized education and/or moving cost. If there is an outstanding obligation, provision for meeting it should be in place before the position is offered to the candidate.
- 3. After the Board of Trustees has voted the appointment, the university will process the call through the appropriate channels, as defined by the Working Policy of the General Conference of Seventh-day Adventists.

E. Upon acceptance of the position offered, the individual arranges with the Department of Human Resources regarding travel and the moving of personal goods.

## 1.2 Appointment of President

The president is appointed by the Board of Trustees. When the president's position becomes open, the Board of Trustees will initiate the search process which includes a search committee.

- A. While the search committee will have representation from trustees, faculty, staff, students, and alumni, the largest representation will be from trustees and faculty.
- B. The chair of the Board of Trustees will be a non-voting member of the search committee.
- C. The chair of the board will give the committee the charge.
- D. In the event that none of the names recommended to the Board of Trustees is appointed, the search process will be reopened.



### 1.3 Appointment of Provost

The provost is appointed by the Board of Trustees, upon recommendation of the University Council through the president. When a provost position becomes open, the president will initiate a search process, which includes a search committee.

- A. The search committee will be representative of the areas of influence of the provost position.
- B. The president will be a non-voting member of the search committee.
- C. The president will give the committee the charge.
- D. In the event that none of the names recommended are approved, the search process will be reopened.

### 1.4 Appointment of Vice President for Financial Administration (as Chief Financial Officer)

The vice president for financial administration (as Chief Financial Officer) is appointed by the Board of Trustees, upon recommendation of the University Council through the president. When the vice president of financial administration position becomes open, the president will initiate a search process, which includes a search committee.

- A. The search committee will be representative of the areas of influence of the vice president position.
- B. The president will be a non-voting member of the search committee.
- C. The president will give the committee the charge.
- D. In the event that none of the names recommended are approved, the search process will be reopened.

### 1.5 Appointment of Other Vice Presidents

The other vice presidents are appointed by the president, upon recommendation of the University Council. When a vice presidential position becomes open, the president will initiate a search process which includes a search committee.

- A. The search committee will be representative of the areas of influence of the vice president position.
- B. The president will be a non-voting member of the search committee.
- C. The president will give the committee the charge.
- D. In the event that none of the names recommended are approved, the search process will be reopened.

### 1.6 Appointment of Deans of Schools

Deans of schools are appointed by the president, upon recommendation of the University Council. When a dean's position becomes open, the provost will initiate a search process, which includes a search committee.

- A. A. The search committee will consist of five (seven in the case of the College of Arts and Sciences) voting members and two non-voting members—a faculty alternate and the provost.
  - 1. 1. Three of the members (five in the College of Arts and Sciences) and the alternate will be school faculty (elected by the school).
  - 2. The chair will be appointed by the provost from the school members.
  - 3. One member of the committee will be a faculty member from outside the school, chosen jointly by the chair of the committee and the provost.
  - 4. One committee member will be appointed by the president.
- B. The provost will give the committee the charge.
- C. The search committee will provide opportunities for the school faculty to nominate candidates, meet the finalists, and give input to the committee.
- D. In the event that a committee member becomes a candidate for dean, the alternate will fill that vacancy.
- E. Only voting members will participate in the final deliberations.
- F. The search committee will recommend to the provost a small number of ranked candidates.
- G. In the event that none of the names forwarded is approved as dean by administration or the Board of Trustees are approved, the search process will be reopened

### 1.7 Approval of Appointment

The appropriate officer will recommend the candidate for vice president, dean of a school, or director of an administrative department to the University Council for its endorsement and recommendation to the Board of Trustees.

# Special Recognition

## 2.1 Conferral of Honorary Degrees

### 2.1 Conferral of Honorary Degrees

The honorary degree is a means by which the university can celebrate individuals who have given distinguished service to humanity, the Seventh-day Adventist Church, or La Sierra University. This degree is conferred upon individuals who exemplify the ideals of La Sierra University to recognize meritorious contributions.

#### A. Selection of Candidates

1. Nominations may be made to the president by students, faculty, staff, administration, trustees, or friends of the university and are to be in writing, describing in detail the merits and achievements of the nominees.
2. The president submits the nominations to the appropriate school deans or academic department chairs for their recommendations.
3. Nominations for the D.D., V.A.D., L.H.D., Litt.D., Mus.D., Ped.D., Sc.D., and S.S.D. Honorary degrees are considered by the Honorary Degree Committee, composed of the president (chair) and members of the Steering Committee of the Faculty Senate, for recommendation to the University Council.
4. Nominations for the LL.D. and H.S.D. Honorary degrees are considered by the Executive Committee for recommendation to the University Council.
5. The University Council acts on recommendations from the Honorary Degree Committee and the Executive Committee.
6. The president will inform the Board of Trustees of the decisions of the University Council.

#### B. Criteria for Selection of Candidates

Candidates for an honorary degree must meet at least one of the following criteria:

1. The nominee has demonstrated outstanding achievement in her or his field of endeavor.
2. The nominee has made a significant contribution to society.
3. The nominee has made a significant contribution to the university.

#### C. Presentation of the Degree

1. Presentation of the degree is made by the president or designee.
2. The honorary degree shall be conferred in person (never in absentia) at commencement or at another appropriate convocation.
3. The president shall develop a written citation to be publicly read at the conferring of the honorary degree.

#### D. Appropriate Honorary Degrees

1. Doctor of Divinity (D.D.) For distinguished church leadership in administration, writing, or speaking that reflects an influence of unusual merit.
2. Doctor of Visual Arts (V.A.D.) For creative contributions in the fields of architecture, design, painting, sculpture, or related fields.
3. Doctor of Humane Letters (L.H.D.) For scholarly achievement in writing in the liberal arts or humanities or for unusual service to society.
4. Doctor of Laws (LL.D.) For distinguished leadership in administration or public service in business, education, finance, government, or public life.
5. Doctor of Literature (Litt.D.) For scholarly work in literature.
6. Doctor of Music (Mus.D.) For composition, theory, or music performance of lasting importance.
7. Doctor of Pedagogy (Ped.D.) For service in education, especially as an honored teacher.
8. Doctor of Science (Sc.D.) For distinguished achievement in natural, physical, or medical science.
9. Doctor of Humanitarian Service (H.S.D.) For significant contributions to the university or society.
10. Doctor of Social Science (S.S.D.) For distinguished achievement in the social sciences.

# Library

<b>1.1</b>	<b>Operating Guidelines</b>
<b>1.2</b>	<b>Faculty Involvement</b>
<b>1.3</b>	<b>Library Regulations</b>
<b>1.4</b>	<b>Branch Libraries</b>
<b>1.5</b>	<b>Department Libraries</b>

## 1.1 Operating Guidelines

- A. Library materials are selected and acquired without restriction as to format. Subject to limitations of resources, materials are collected consistent with the educational and cultural objectives of the university and in accordance with the library's collection development policy.
- B. Materials acquired are organized according to appropriate standards of bibliographic control and are preserved to ensure both current and future use.
- C. Library staff provide faculty and students with assistance in using the collection and in locating information.
- D. Through cooperative and consortial agreements, as well as through interlibrary loan, the library provides access to materials outside the university that are necessary for teaching, study, and research.
- E. Materials are made available to other libraries and users outside the university consistent with standards for interlibrary loan and cooperative sharing of resources.
- F. The library employs appropriate technology to increase access and use of information resources owned by the university and available through other agencies.

## 1.2 Faculty Involvement

- A. Faculty participate in the development of the library's collections by making requests for materials to the library through their department chairs.
- B. Faculty initiate reserve status requests for materials they expect their students to use intensively over a short period of time.
- C. Faculty participate in the review of library policies and advise the director of the library through their membership on the Library Committee.

## 1.3 Library Regulations

The library maintains a handbook of general information, such as scheduled library hours, borrowing regulations, special services and facilities, and general operating policies. The handbook is available at the circulation desk in the library. From time to time, general user policies and information are published and distributed as needed.

## 1.4 Branch Libraries

- A. The library may establish branch libraries for the purpose of serving the special information needs of a large segment of the university, such as a school. These may be established only on the recommendation of the Library Committee and with the approval of the Undergraduate Academic Council and the Graduate Council.
- B. The director of the library administers any branch libraries.

## 1.5 Department Libraries

- A. Departments may develop collections of materials that will be referred to frequently and that are necessary for the immediate information needs of the department. Such collection may consist of current periodicals, textbooks, and reference books.
- B. Department libraries are maintained with department funds.
- C. If a department closes its collection or desires to "weed" it, the holdings are transferred to the University Library for disposition.

# Off-Campus Curricular Activities

<b>1.1</b>	<b>Introduction</b>
<b>1.2</b>	<b>General Guidelines</b>
<b>1.3</b>	<b>Types of Activities</b>

## 1.1 Introduction

Off-campus curricular activities hold great potential for benefiting the university. Most importantly, they enrich the learning experience of currently enrolled students and extend the educational programs and expertise of staff to off-campus groups such as the university's alumni and friends. Secondly, they expand the university's ability to influence its supporters, expand its donor base, and increase goodwill toward the university.

## 1.2 General Guidelines

- A. Off-campus curricular activities sponsored by the university and bearing the university's name, should reflect its goals and values. To ensure that such activities conform to these goals and values and to safeguard the university's academic, financial, and legal position, the following general guidelines apply:
1. Activities should be organized and conducted in such a way as to clearly demonstrate that they are an extension of the educational purposes of the university and consistent with university goals and philosophy.
  2. Plans should incorporate safeguards to the legal and financial position of the university, by providing for adequate liability insurance, by incorporating appropriate contractual agreements with agents and suppliers, and by using fiscal planning and procedures that cover and account for all expenses and contingencies.
  3. Activities should have a university designated representative in attendance to ensure that its interests are safeguarded at all times.
  4. Planning and approval must proceed through official channels. (See 1.3)
- B. No activities should bear the university name or endorsement if it does not conform to these guidelines.

## 1.3 Types of Activities

It is not the purpose of the university to compete with commercial organizations in offering off-campus curricular activities. However, the university may use the services of commercial organizations for planning, transportation, and local arrangements. Off-campus curricular activities offered by the university may generally be identified as one of five types.

### A. Study Abroad Program.

Adventist Colleges Abroad (ACA) is a consortium of Seventh-day Adventist colleges and universities in North America, which grew out of the Year-Abroad program begun by La Sierra College in 1961. ACA provides qualified students opportunities for study overseas while completing the requirements of their major programs at their home institutions. The program allows students to immerse themselves in the culture and life of the host country and to become conversant in its language(s). In addition, students participate in on-site guided field trips of geographic or cultural significance. (For available programs and prerequisites, see the La Sierra University Bulletin)

### B. On-site Education or Fieldwork.

Participants in such activities would generally be enrolled students involved in formal study and working toward the completion of course requirements that take them beyond the confines of the classroom. Examples include an archaeological expedition, a biological expedition, or other extended fieldwork distant from the university. Typically, such experiences would last longer than two or three weeks.

### C. Educational Value-added Tours.

These draw on the expertise of university personnel or others to enhance the educational experience of participants beyond that of a travel experience itself. Academic credit may be offered to participants who desire it and who complete a prescribed group of supplemental activities in conjunction with participation in the tour. Examples include alumni and/or student tours that involve travel from place to place with shorter stays in individual locations and that include guided lectures from accompanying faculty or other experts. Such tours would typically last two to three weeks.

#### D. Educational or Recreational Tours.

The purpose of these may be to reach out to various university supporters in order to develop contacts with alumni and friends and to develop a broader sense of community among these groups. Academic credit would not be formally offered on such tours, and they would be of shorter duration and lower cost. Examples may include alumni-sponsored tours, cruises, and expeditions of one week or less.

#### E. Local Field Work or Trips.

These supplement the activities of a typical on-campus university course. For example, they provide the opportunity for field research, study, or observation; supplemental course instruction; resource access; or service-based learning. They generally last for one to three days, at one time or throughout the academic quarter. Department chairs have oversight of these activities. In order to assure proper insurance coverage for such activities, department chairs must provide the office of the vice president for financial administration in advance with schedules of the events and the expected numbers of students to be involved.

# Affiliations and Articulations

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<b>2.1 University Policies on Affiliations and Articulations</b>
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## **2.2 University Policies on Affiliations and Articulations**

The university's policies on affiliations, agreements of association, and articulations and a current list of such arrangements are on file in the Office of the Provost.

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# Job Description

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**Position title:** Associate Provost

**Responsible to:** Provost

**General description:**

The associate provost has line responsibility for academic and academic support programs, collaborating with the provost in responsibility for the academic and academic support programs of the university. The associate provost shares, with the provost, broad responsibility for the university's academic programs and helps ensure the fulfillment of the university's academic goals. In the absence of the provost, the associate provost is responsible for the Office of the Provost.

**Duties and responsibilities:**

- A. Shares, with the provost, responsibility for supervising the regular operation of academic programs and overseeing the work of academic committees.
- B. Works with the deans and directors of departments and programs on the generation and application of policies and procedures.
- C. Works with the directors of departments and programs on the generation and management of annual expense budgets.
- D. Works with the directors of departments and programs to develop and administer assessments appropriate to their areas.
- E. Approves all personal travel applications and expense reports for those with direct line relationships to the associate provost.
- F. Assists the provost in preparing the expense budgets for all areas with line relationship to the Office of the Provost.
- G. Assists the provost in managing events and activities associated with periodic accreditation reviews.
- H. Performs other duties as are appropriate to the Office of Associate Provost and as the provost may authorize or request.



# Job Description

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**Position title:** Associate Vice President for Financial Administration

**Responsible to:** Vice President for Financial Administration

**General description:**

The associate vice president for financial administration serves as the budget officer and assists the vice president for financial administration with the management of all departments under financial administration with special concentration on computing, business office, personnel, student financial services, and telecommunications. In the absence of the vice president, the associate is responsible for the Office of Financial Administration.

**Duties and responsibilities:**

- A. Works with the directors on policy and procedures and with their updates.
- B. Manages all aspects of the university budget (operating, plant, restricted, and endowments), including distribution of budget worksheets, preparation of draft budget, production of final budget, consideration of personnel issues related to the budget, approval of budget adjustments, management of budgetary overruns, preparation of budget reports.
- C. Approves all travel applications and expense reports for available budget, as per policy.
- D. Manages the generation and dissemination of financial information, including the preparation of financial statements and related reports, evaluation of financial information, distribution of regular accounting records to administrators, and provision of special financial information upon request.
- E. Coordinates, with the controller, the establishment of new accounts or changes to existing accounts as requested by department directors.
- F. Approves access for individuals to various Banner forms, as requested by the appropriate vice president.
- G. Assists the vice president for financial administration in preparing the capital budget and financial information on depreciation and miscellaneous funds.
- H. Monitors quarterly all work-in-process accounts.
- I. Distributes all equipment request forms and compiles information and approves all equipment purchases based on budget allocations.
- J. Verifies and processes at year end all academic equipment carry-over amounts for the provost.
- K. Deals with telephone companies as needed regarding contracts and agreements.
- L. Serves as the back-up for the telecommunication coordinator for system programming, voice mail, and emergencies as needed.
- M. Administers the endowed scholarships by overseeing the application process, determining the amounts available for distribution, managing all aspects of the awards assembly, and making draws as needed from the Loma Linda University Foundation for all scholarships and endowments.
- N. Monitors over-time reports and follow up as appropriate.
- O. Prepares annual financial reports.
- P. Works with General Conference Risk Management regarding all university insurance and the university's self-insured medical and worker's compensation plans.
- Q. Performs other duties as are appropriate to her or his office and as the vice president for financial administration may authorize or request.

# Job Description

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**Position Title:** Dean of a School

**Responsible To:** Provost

**General Description:**

The dean is the chief officer of the school, responsible for maintaining academic quality in harmony with the university's mission and purposes. In this role, the dean's primary concerns include curriculum development and faculty recruitment and support. Responsibilities include all aspects of administration, including planning, budgeting, friend-building and fund-raising, program coordination, and communication with other units within and outside the university.

**Duties and Responsibilities:**

- A. Implements the policies of the Faculty Handbook and proposes policy changes to the appropriate bodies.
- B. Maintains responsibility for the content, emphasis, quality, and format of the curricula.
- C. Ensures that appropriate academic standards are maintained.
- D. Directs appraisal and improvement of the curricula, including periodic program reviews.
- E. Prepares, with the assistance of the chairs of the departments, annual budget needs, equipment requests, and space requests to the administration and develops a balanced budget within the constraints set by the administration.
- F. Authorizes expenditures of items included within the approved budget.
- G. Maintains responsibility, with the chairs of the departments, for the preparation of material for the university Bulletin and of other materials of an academic and promotional nature for publication, in consultation with the provost and the editor of academic publications.
- H. Maintains responsibility for the timely completion of reports, including the annual report to the provost and similar documents as requested by the administration.
- I. Represents the school, in counsel with the provost, to professional accrediting or approving organizations.
- J. Represents the school to the administration and other entities within the university.
- K. Assists in the advancement efforts on behalf of the school by friend-building and fund-raising in collaboration with the Office of Advancement.
- L. Administers the curricula and to ensure that policies are enforced in the areas of student admissions, student academic progress, dean's honor list, and student disqualification and makes exceptions as permitted by university and school policies.
- M. Recommends to the provost candidates for the awarding of degrees.
- N. Ensures that appropriate standards of ethics are enforced.
- O. Works with the chairs of departments in the recruitment of faculty that possess adequate training, expertise, competence, and commitment to the mission of the university.
- P. Maintains faculty records.
- Q. Sets parameters for faculty loads and other responsibilities as defined in the Faculty Handbook and within budgetary constraints.
- R. Makes recommendations, in consultation with the department chairs, related to the appointment, sabbatical, leave, promotion, tenure, and discipline, including termination or non-renewal, of faculty.
- S. Supports faculty development in teaching and scholarship and directs the implementation of the faculty evaluation process.
- T. Recommends the appointment of department chairs for transmission to the University Council.
- U. Performs other duties as are appropriate to her or his office and as the provost may authorize or request.

# Job Description

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**Position Title:** Department Chair

**Responsible To:** School Dean

**General Description:**

The department chair is a member of the faculty who is responsible to the dean of the school and to her or his department for the planning, organization, staff, direction, and evaluation of the academic discipline(s) in the department. In harmony with the strategic plans of the university and the school and with the recommendations of accrediting and professional bodies, the department chair is responsible for the continuous development of the department's strategic plan and for setting its specific goals.

**Duties and Responsibilities:**

- A. Review and updates department curricula, courses, and programs.
- B. Develops graduation requirements and variance guidelines for department programs.
- C. Overviews the progress of each departmental degree in cooperation with the registrar.
- D. Prepares the departmental section of the academic bulletin.
- E. Coordinates regular student and peer evaluations of faculty teaching.
- F. Schedules classes within the guidelines set by the university and the school and in cooperation with other academic entities.
- G. Monitors these, dissertations, and programs of study for Honors Programs students.
- H. Recruits and recommends faculty, both full-time and part-time, to the dean (see III:3); initiates non-renewal or termination of faculty.
- I. Initiates recommendations for faculty promotion and tenure.
- J. Determines individual faculty loads through the Annual Individualized Faculty Plan. (See III:2.2)
- K. Encourages faculty participation in departmental, school, and university activities.
- L. Evaluates faculty performance and encourages faculty development in teaching, research, and service through the development of Annual Individualized Faculty Plan. (See III:4.1 and III:3.2)
- M. Stimulates and encourages the publication of faculty research and participation in professional organizations.
- N. Recommends faculty for sabbaticals, study leaves, and other development activities.
- O. Keeps faculty informed of department, school, and institutional plans, activities, and expectations.
- P. Promotes faculty and student morale.
- Q. Facilitates the recruitment, retention, and selection of students.
- R. Assists university marketing in the development of department promotional materials.
- S. Coordinates the department's participation in the university's advisement program.
- T. Processes student academic grievances according to university policy.
- U. Encourages academic honesty and acts decisively against all manifestations of academic dishonesty.
- V. Develops and administers the department budget and submits it for approval to the dean.
- W. Makes recommendations to the dean with regard to space and equipment needs.
- X. Supervise the expenditure of approved equipment and library budgets.
- Y. Initiates work orders that will ensure the care, protection, and repair of all facilities assigned to the department.

- Z. Encourages faculty members to submit proposals for contracts and grants to government agencies and private foundations.
- AA. Chairs regularly scheduled department meetings, encourages participation of faculty and/or students in department governance, and keeps records of department actions.
- AB. Interprets university policy to the persons employed within the department, enforces university policies, and, when appropriate, reports to the dean infringements of policy.
- AC. Prepares the periodic departmental review and such other reports as requested.
- AD. Supervises and evaluates teaching assignments, graduate assistants, and the clerical or technical staff in the department.
- AE. Represents the department in the dean's administrative committee.
- AF. Serves as a liaison with the appropriate accrediting bodies, as requested by the dean.

# Job Description

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**Position Title:** Director of Information Technology

**Responsible To:** Provost

**General Description:**

The director of information technology is responsible directly to the vice president for financial administration and indirectly to the provost for ensuring the smooth functioning and integration of all campus computing facilities and services in order to accomplish the goals and objectives of the university's strategic plan.

**Duties and Responsibilities:**

- A. Provides balanced consideration and administrative guidance regarding acquisition and use of information service resources of the university.
- B. Coordinates and encourages cooperation in activities relating to computing and information services among all academic and administrative areas of the university.
- C. Develops associations with suppliers and corporate partners to secure appropriate resources, including gifts, grants, and funding in consultation with the Office of Advancement.
- D. Provides for appropriate representation in national, community, and university groups related to computing concerns.
- E. Prepares and manages the computer cost center budget.
- F. Plans equipment purchasing in consultation with campus administrators and computer committees.
- G. Manages support staff within the department.
- H. Researches, plans, and recommends appropriate hardware, software, support, and facilities to keep pace with future computing needs and the academic and academic support areas of the university.
- I. Assists departments and offices in evaluating computer requirements.
- J. Provides computer support for the implementation of university academic and financial policies.
- K. Maintains responsibility for developing and applying policies and procedures relating to the integrity and security of the university's computing resources, including hardware, software, and data files.
- L. Performs other duties as are appropriate to her or his office and as the provost may authorize or request.

# Job Description

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**Position Title:** Director of Institutional Research

**Responsible To:** Provost

**General Description:**

The director of institutional research is responsible for identifying, collecting, organizing, and publishing data concerning the various operations and characteristics of the university.

**Duties and Responsibilities:**

- A. Prepares and manages an annual calendar for the collection and publication of the various data required for standard reports to university administration, the Board of Trustees, state and federal government agencies, accrediting organizations, denominational entities, and other organizations to which the university has agreed to submit such reports.
- B. Provides data and reports as requested by various university entities, such as the Strategic Planning Committee, the Assessment Committee, and the schools.
- C. Provides special data support to university entities that periodically prepare materials for initial accreditation visits and subsequent visits for reaccreditation.
- D. Develops and maintains a dictionary of the data types and categories used by the university.
- E. Provides unsolicited data and interpretative reports related to the university and its various environments to university administrators and committees.
- F. Prepares and publishes annually a comprehensive data report of a wide range of university operations and characteristics.
- G. Researches and implements best practices in the field of institutional research for universities.
- H. Performs other duties as are appropriate to her or his office and as the provost may authorize or request.

# Job Description

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**Position Title:** Director of the Library

**Responsible To:** Provost

**General Description:**

The director of the library is responsible for coordinating and administering the development and services of the university library in harmony with accepted professional standards of library practice and the objectives of the university.

**Duties and Responsibilities:**

- A. Develops library policies in harmony with university policies and standards.
- B. Coordinates the development of the library's collections and encourages the utilization of the library's services, including participation in cooperative library networking programs.
- C. Prepares and administers the library's budget, securing also adequate financial support for new and proposed academic programs.
- D. Augments university financial support by soliciting grants and gifts in consultation with the Office of Advancement.
- E. Recruits library faculty in consultation with department chair.
- F. Makes recommendations related to the appointment, assignment of rank, promotion, leave of absence, and severance of faculty members, in counsel with the department chairs.
- G. States in writing to new faculty appointees the terms of their employment and the amount of compensation and requests their acceptance of such terms.
- H. Maintains library faculty records in addition to those maintained by the office of human resources.
- I. Prepares job descriptions of personnel under her or his jurisdiction.
- J. Encourages the professional growth and status of library faculty through participation in local, state, and national library activities and other continuing learning experiences; and by providing opportunities for participation in the academic affairs of the university.
- K. Supports and promotes the publications of the library.
- L. Cooperates with other entities of the university in university relations and library publicity.
- M. Prepares reports as requested by the university administration and by educational and governmental agencies.
- N. Serves as a consultant to the Friends of the University Library.
- O. Performs other duties as are appropriate to her or his office and as the provost may authorize or request.

# Job Description

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**Position Title:** President

**Responsible To:** Board of Trustees

**General Description:**

As leader and chief administrative officer of the university, the president insures the academic integrity of the institution, serves as the primary avenue of communication between the university and its trustees, and functions as the university's chief spokesperson to its constituent communities. Under the Board of Trustees, the president has final authority with reference to the actions of all university governing bodies and operating committees.

**Duties and Responsibilities:**

- A. Maintains responsibility for executing the strategic plan in areas assigned to the president.
- B. Plans, organizes, directs, represents, and is responsible for the general overall direction of all operating entities and units of the university.
- C. Shares responsibility for the definition and attainment of goals, for administrative action, and for operating the communications system which links the components of the academic community—representing the institution to its many publics.
- D. Serves as leader of the university with delegated authority from the Board of Trustees and with the support of the faculty.
- E. Represents the university as its official spokesperson.
- F. Develops long-range programs of the campus in harmony with its traditions and resources.
- G. Makes recommendations on general policy affecting the campus.
- H. Directs, in cooperation with the vice president for financial administration, in the preparation of the campus operational and improvement budget.
- I. Promotes unity of purpose among the faculty and staff, assuring each member of the confidence of her or his office and the right to express frankly his views in the discussion of campus problems.
- J. Works through the vice president for student life to enhance the co-curricular environment for students to develop as whole persons and is ultimately responsible, particularly, for the religious life of the campus.
- K. Engages, in cooperation with the vice president for advancement, directly in the friend-building and fund-raising efforts of the university and in university relations programs on behalf of the campus.
- L. Consults with the provost and the deans regarding faculty appointment, salary, rank, tenure, promotion, leave of absence, and severance.
- M. Collaborates with the provost and the deans in planning in-service training of faculty members.
- N. Appoints, in consultation with the provost, committees of the faculty and staff which are not specifically designated in the university Bulletin.
- O. Assigns the duties of the major campus officers of administration in harmony with job descriptions included in the Faculty Handbook.
- P. Maintains responsibility for the preparation of job descriptions of personnel under her or his jurisdiction, unless these are included in one of the policy handbooks of the university.
- Q. Assigns non-instructional duties to members of the faculty and staff.
- R. Conducts and presides at periodic meetings of the total campus faculties.
- S. Serves as an ex officio member of all university committees.
- T. Maintains responsibility, in consultation with vice president for advancement, for all official campus publications.



- U. Maintains ultimate responsibility, through the vice president for enrollment management, for marketing the university and the recruitment of students.
- V. Serves as a trustee of the university and as secretary of the Board of Trustees and of meetings of the Constituent Membership.
- W. Presides at all conferral of degree ceremonies.
- X. Performs such other duties as are appropriate to her or his office.

# Job Description

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**Position Title:** Provost

**Responsible To:** President

**General Description:**

The provost is the second officer of the university, reports directly to the president, and serves as the university's chief executive officer in the absence of the president. As the chief operating officer of the university, the provost supervises the activities of the vice presidents and seeks their consensus in support of mutually developed plans. As chief academic officer, the provost carries broad responsibility for the university's academic programs and ensures the fulfillment of the university's academic goals. The provost holds both the position of chief operating officer and the position of chief academic officer to guarantee that all university activities contribute to the fulfillment of La Sierra's academic mission.

Reporting to the provost are the vice presidents, any associate or assistant provosts, the deans of the university's schools, the director of the library, and the director of institutional research.

**Duties and Responsibilities:**

- A. Assists the president in defining and articulating the university's strategic vision, provides administrative leadership for the university under the president's direction, and supervises the implementation of the university's strategic plan.
- B. Manages the day-to-day operations of the university.
- C. Provides academic leadership for the university, supervises program development and curriculum planning and ensures the integrity and excellence of internal and external academic programs and external academic relationships.
- D. Supervises the development and monitoring of external academic relationships, including external degree programs, domestic and international agreements and articulations, and compliance with statutory regulations that affect grants and research.
- E. Assures institutional effectiveness, oversees the self-assessment of the university and its programs, faculty members, and administrators, evaluates the performance of the vice presidents and deans, and coordinates the university's relationships with accrediting organizations.
- F. Oversees the management of university resources and the preparation of the annual budget for the university in collaboration with the vice presidents and deans.
- G. Sets and maintains, in collaboration with deans of the schools and the department directors, the university's recruiting, admission and graduation standards.
- H. Oversees all academic publications and policy handbooks of the university, schools, and its centers, as well as scholarly publications.
- I. Approves academic searches and makes recommendations to the President regarding the appointment, promotion, and tenure of faculty members and the appointment of the vice presidents, any associate or assistant vice presidents appointed within Academic Administration, the deans of the university's schools, the registrar, and each person holding the rank of director within Academic Administration; actively promotes faculty development programs; and ensures that standards for due process specified in the Faculty Handbook are uniformly applied.
- J. Maintains the academic files for all faculty members.
- K. Maintains responsibility, along with the President, for graduation.
- L. Serves as secretary of the university, maintaining and validating its official documents, keeping its corporate seal, and signing its legal documents.
- M. Develops and maintains descriptions for academic administration committees not included in the appendix to part I of the Faculty Handbook.
- N. Approves the filling of all non-administrative positions in academic administration.

- O. Maintains responsibility for the preparation of job descriptions of personnel under her or his jurisdiction, unless these are included in one of the policy handbooks of university.
- P. Performs other appropriate duties as the president may authorize or request.

# Job Description

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**Position Title:** Registrar

**Responsible To:** Associate Provost

**General Description:**

The registrar is responsible for maintaining the academic records of current and former students, including those concerned with the registration process. The registrar also cooperates with the individual schools in carrying out functions of a joint nature for which the schools are primarily responsible.

**Duties and Responsibilities:**

- A. Coordinates and interfaces the various processes involved with the registration of all students on and off campus.
- B. Assembles, maintains, and publishes the master schedule of courses as well as the examination schedule for each term, while coordinating the effective use of instructional facilities and academic offerings.
- C. Ensures the accuracy, thoroughness, and representativeness of internal and external reports requested by university administration and by educational and governmental agencies.
- D. Obtains, safeguards, and maintains the integrity and confidentiality of current and former student academic records, including identification, basis of admission, course work taken, and termination status.
- E. Obtains, through established channels, student data from records which are under the jurisdiction of other offices, such as student life (including international students), financial aid, student accounts, admissions, and enrollment management.
- F. Maintains a clearinghouse for the receipt and appropriate transfer of student transcripts and other academic records, keeping students apprised of their progress toward completion of their academic programs.
- G. Evaluates undergraduate transfer credits and assists the individual schools in the evaluation of post-baccalaureate transfer credits.
- H. Issues diplomas, enrollment verifications, grades, and transcripts of credits.
- I. Assists with graduation events in accordance with established procedures, including assurance of students' program completion and orderly participation in ceremonies and the distribution of graduation announcements, diplomas, and regalia.
- J. Applies the university's corporate seal under the custodianship of the provost.
- K. Keeps abreast of current developments, processes, and policies in the field in order to advise the university concerning the implementation of academic policies and procedures relating to student academic records and registration.
- L. Administers record and registration policies pertaining to students' academic programs and, in cases of variance, processes exceptions as authorized by the appropriate dean.
- M. Ensures the coordination and efficient operation of office operations, including the development of effective procedures and the ordering and maintenance of equipment and supplies.
- N. Selects and reviews the design of all computer software associated with student academic records in consultation with information technology.
- O. Supervises and manages professional, hourly, and students staff in the Office of the Registrar, including preparation of their job descriptions and assurance of their ongoing professional development.
- P. Performs other duties as are appropriate to her or his office and as the provost or associate provost may authorize or request.

# Job Description

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**Position Title:** Vice President for University Advancement

**Responsible To:** Provost

**General Description:**

The Vice President for University Advancement is responsible for generating external recognition, support and financial resources the university needs to carry out its mission and to achieve its goals and further its vision.

**Duties and Responsibilities:**

- A. Provides direction, strategic leadership and management for the overall operations of all university advancement programs and activities.
- B. Maintains responsibility for executing the strategic plan in areas pertaining to advancement.
- C. Is responsible for fund raising and for creating a culture of philanthropy at the University, both internally and externally.
- D. Coordinates the support staff to develop their fund raising abilities through example and mentoring.
- E. Collaborates with the President and the Vice President for Communication & Integrated Marketing in representing the university to the public.
- F. Assists the La Sierra University Foundation Board to build and sustain long-term relationships with current and prospective donors and other institutional partners to substantially increase major gifts and endowment assets and continually expanding the Foundation Board by recruiting high profile and affluent leaders who have the capacity to contribute significantly to the University and to open doors with other prospective donors.
- G. Manages donor relationships and major donor portfolios, as well as assists the president in major gift solicitations.
- H. Oversees all advancement and alumni coordination including special events, capital campaigns, and alumni homecoming.
- I. Oversees advancement services including donor research, gift records, and alumni and donor databases.
- J. Leads and manages the University Advancement Department team, overseeing the department's staffing and budget.
- K. Represents the university at community events and civic functions.
- L. Oversees the planning and coordination of community interactions.
- M. Works with Financial Administration to maintain and oversee endowments, trusts, investments, and university interests.
- N. Develops and maintains descriptions for advancement committees not included in the appendix to part I of the Faculty Handbook.
- O. Maintains responsibility for the preparation of job descriptions of the La Sierra University Advancement office, unless these are included in one of the policy handbooks of the university.
- P. Performs other duties as are appropriate to her or his office and as the president and provost may authorize or request.
- Q. Continue to expand and build the donor base by identifying and cultivating potential new donors, with an emphasis on those who may contribute at the major gift level.

# Job Description

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**Position Title:** Vice President for Communication and Integrated Marketing

**Responsible to:** Provost

**General description:**

The vice president for communication and integrated marketing is responsible for establishing and overseeing a centralized marketing and communication program for the university.

**Duties and responsibilities:**

- A. Establishes and oversees the running of a centralized Office of Communication and Integrated Marketing.
- B. Uses an integrated and strategic approach to develop and manage, in collaboration with other senior administrators, the marketing, and communication activities of the university.
- C. Directs marketing to support the work of enrollment services, advancement, customer experience management, and student life.
- D. Functions as an authorized spokesperson for the university through writing and speaking.
- E. Leads in the university's commitment to be understood clearly and embraced by students, parents, and constituents as an increasingly vibrant and strong Seventh-day Adventist university that serves its church and its region with remarkable hopefulness and ability.
- F. Guides a creative team in overseeing the work of advertising, market research, and public relations.
- G. Guides a creative team in overseeing the development and maintenance of the university website and other new media initiatives. This includes the chairing or co-chairing of the Web Committee.
- H. Guides a creative team in overseeing the development of communication messages, campaigns, promotional materials, and an institutional identity.
- I. Serves as a member of various university committees including the University Council, the Strategic Planning Committee, the Budget & Finance Committee, and the Executive Committee.
- J. Performs other duties as are appropriate to her or his office and as the president or provost may authorize or request.

# Job Description

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**Position Title:** Vice President for Enrollment Services

**Responsible To:** Provost

**General Description:**

The vice president for enrollment services is responsible for working closely with the administrative team in implementing the philosophy and objectives of the university with special attention to the recruitment and admission of eligible students, in the context of the mission statement and the goals of the strategic plan.

**Duties and Responsibilities:**

- A. Maintains responsibility for executing the strategic plan in areas pertaining to enrollment management.
- B. Oversees the recruitment program by developing and implementing policies for recruiting students who meet the guidelines of the university's admission standards.
- C. Meets regularly with the recruitment team to review and update recruitment activities of major significance.
- D. Administers, through the director of admissions, the admissions policies and processes of the university.
- E. Oversees all marketing activities for the university, including advertising and printed imaging material.
- F. Represents the university to the public through writing and speaking.
- G. Provides an evaluation on a regular basis of the directors and associates on the enrollment management team.
- H. Develops and manages, in consultation with the directors, the annual budget for enrollment management.
- I. Processes recommendations pertaining to the employment of persons filling administrative positions in the areas of enrollment management.
- J. Develops and maintains descriptions for enrollment management committees not included in the appendix to part I of the Faculty Handbook.
- K. Approves the filling of all non-administrative positions in enrollment management.
- L. Maintains responsibility for the preparation of job descriptions of personnel under her or his jurisdiction, unless these are included in one of the policy handbooks of the university.
- M. Performs other duties as are appropriate to her or his office and as the president or provost may authorize or request.

# Job Description

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**Position Title:** Vice President for Financial Administration

**Responsible To:** Provost

**General Description:**

The vice president for financial administration is the senior officer responsible for planning, decision, and policy guidance on all fiscal matters and business functions of the university. As chief financial officer of the university, the vice president for financial administration is also the treasurer of the corporation and the president of La Sierra Industries, Inc. As the third officer of the university, the vice president for financial administration functions as the president's designee during absences from the campus of both the president and the provost.

**Duties and Responsibilities:**

- A. Maintains responsibility for executing the strategic plan in areas pertaining to financial administration.
- B. Plans, directs, and provides leadership for a broad and diverse group of departments and activities, including: information technology, physical plant, custodial, grounds, financial aid, food services, accounting, telecommunications, industries and commercial properties, student accounts, human resources, security, purchasing, housing, and safety.
- C. Reviews and authorizes, in consultation with the university's legal counsel, all legal contracts and documents that imply legal and financial liability to the university.
- D. Evaluates risks and ensures that the university is appropriately covered with insurance in areas related to buildings, equipment, workers compensation, general liability, etc.
- E. Supervises the preparation and administration of the annual operating and capital budgets.
- F. Supervises the development and maintenance of accounting procedures.
- G. Prepares financial reports and analyses.
- H. Maintains responsibility for the financial planning and general supervision of university building projects and major alterations.
- I. Maintains responsibility for the supervision, training, and hiring of all department directors in supporting services within financial administration.
- J. Represents the university in any long-range financial planning.
- K. Authorizes all new equipment, office furniture, vehicles, etc. bought for the university.
- L. Participates in the formulation and analysis of all personnel policies.
- M. Approves staff moving expenses.
- N. Approves all staff salaries before they are processed by the office of human resources.
- O. Conducts periodic department directors' meetings.
- P. Processes recommendations pertaining to the employment of persons filling administrative positions in supporting services within financial administration.
- Q. Develops and maintains descriptions for financial administration committees not included in the appendix to part I of the Faculty Handbook.
- R. Approves the filling of all non-administrative positions in financial administration.
- S. Maintains responsibility for the preparation of job descriptions of personnel under her or his jurisdiction, unless these are included in one of the policy handbooks of the university.
- T. Performs other duties as are appropriate to her or his office and as the president or provost may authorize or request.



# Job Description

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**Position Title:** Vice President for Student Life

**Responsible To:** Provost

**General Description:**

The vice president for student life is responsible for planning, developing, maintaining, and evaluating a comprehensive program to support and enhance the experience of La Sierra University students in order to facilitate and assure their academic success. The vice president also manages the budgetary and personnel resources for Student Life. Ultimately, the vice president serves as an advocate for students through an understanding of their needs, issues, and environment and by representing these to the president, provost, and other campus administrators.

**Duties and Responsibilities:**

***General Responsibilities and Reporting Relationships***

- A. Maintains responsibility for executing the strategic plan in areas pertaining to student life.
- B. Maintains responsibility for fulfilling the mission of the University and executing the strategic plan in areas pertaining to Student Life.
- C. Maintains responsibility for developing and administering assessment plans for Student Life and its various departments and programs with particular reference to establishing and assessing performance objectives and aligning Student Life and its departments with the learning-centered objectives of the university.
- D. Supervises the management of the following departments: Athletics, Campus Safety, Career Services, Counseling, First-Year/Second-Year Programs, Health Services, International Student Services, Judicial Affairs, Office of the Dean of Students, Orientation, Placement Services, Residential Life, Retention, Spiritual Life, and Student Leadership and Activities.
- E. Processes recommendations pertaining to the employment of persons filling administrative positions in the areas of student life.
- F. Approves the filling of all non-administrative positions in student life.
- G. Maintains responsibility for the preparation of job descriptions of personnel under her or his jurisdiction, unless these are included in one of the policy handbooks of the university.
- H. Develops and maintains descriptions for student life committees not included in the appendix to part I of the *Faculty Handbook*.
- I. Serves as the Primary Designated Signing Officer for institution and represents the institution to the Department of Homeland Security.
- J. Performs other duties as are appropriate to her or his office and as the president or provost may authorize or request.

***Student-Centered Duties and Responsibilities***

- K. Serves as a student advocate and as the liaison between students and faculty, staff, and administration.
- L. Interacts with other departments in providing a holistic experience for students.
- M. Represents student issues and needs to the President, Provost, and other campus administrators.
- N. Cultivates an understanding of student life by attending student functions and socializing with students.
- O. Initiates, implements, and evaluates university policies for students.
- P. Serves as the executive officer in the administration of discipline to students.
- Q. Oversees the preparation, publication, and maintenance of the Student Handbook.
- R. Oversees university worship attendance records and registration holds for excessive absences.
- S. Supervises SALSU publications.

### ***Department Management Duties and Responsibilities***

- T. Provides leadership for the Student Life division and makes strategic decisions, based on input gathered from subordinates, students, and superiors.
- U. Oversees the training and development of Student Life personnel and conducts job performance evaluations.
- V. Fosters good communication and positive relations among Student Life personnel.
- W. Chairs the Student Life Committee, directors meetings, and other committees as assigned by Provost or President.
- X. Serves as a member of the following committees: University Council, Executive Committee, Religious Life Committee, Retention Committee, Student Life Committee, Safety Committee, and Buildings and Grounds Committee; attends Student Senate and SALSU Executive Committee as an advisor.
- Y. Develops and manages the Student Life budget.
- Z. Maintains custody of student non-academic files.
- AA. Maintains responsibility for the planning, management, administration, and direction of the athletics program, upholding NCAA regulations and the academic mission of the University.
- AB. If female, serves as the Senior Woman Administrator for NCAA Division III regulations.
- AC. Plans, develops, and consults with the Athletics Advisory Committee on those specific policies, procedures, programs, and methods designed to implement the general athletic philosophy and policies of the University to be recommended to the Provost and University Council.
- AD. Coordinates with the NCAA Faculty Athletics Representative in representing the University at conference, NCAA, or national meetings.
- AE. Oversees the delivery of services to international students, including counseling and orientation for academic, personal, and employment matters.
- AF. Maintains responsibility for overall compliance with federal regulations regarding the enrollment of international students.

# Faculty Senate Committee Description

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<b>Name:</b>	Academic Affairs
<b>Status:</b>	Permanent
<b>Membership:</b>	6 faculty; and Provost (non-voting ex-officio)
<b>Appointment:</b>	6 faculty members nominated by the Faculty Senate Steering Committee and ratified by the Faculty Senate; serve on rotating terms
<b>Term:</b>	3-year
<b>Chair:</b>	2-year term, selected by the Steering Committee
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members, and to the Faculty Senate Secretary and Chair
<b>Input from:</b>	Faculty Senate Steering Committee, Faculty Senate
<b>Reports to:</b>	Faculty Senate
<b>Responsibilities:</b>	
<b>To act:</b>	To form short-term Working Groups comprised of at least one committee member and others as determined by the Academic Affairs committee to complete assigned tasks. Working Groups report their findings to the Academic Affairs committee for review and recommendation/modification prior to the being sent to the Faculty Senate Committee.
<b>To recommend:</b>	Change regarding university-wide academic policy to the Faculty Senate Steering Committee

# Faculty Senate Committee Description

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<b>Name:</b>	Faculty Affairs
<b>Status:</b>	Permanent
<b>Membership:</b>	6 faculty; Faculty Senate Chair-elect, (ex-officio, 1-year); and University Legal Council (accessible as non-voting invitee)
<b>Appointment:</b>	6 faculty members nominated by the Faculty Senate Steering Committee and ratified by the Faculty Senate; serve on rotating terms
<b>Term:</b>	3-year
<b>Chair:</b>	2-year; term, selected by the Steering Committee
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members, and to the Faculty Senate Secretary and Chair
<b>Input from:</b>	Faculty Senate Steering Committee; Faculty Senate
<b>Reports to:</b>	Faculty Senate
<b>Responsibilities:</b>	
<b>To act:</b>	To form short-term Working Groups comprised of at least one committee member and others as determined by the Faculty Affairs committee to complete assigned tasks. Working Groups report their findings to the Faculty Affairs committee for review and recommendation/modification prior to being sent to the Faculty Senate Steering Committee
<b>To recommend:</b>	<ul style="list-style-type: none"><li>• Changes regarding faculty policy to the Faculty Senate Steering Committee</li><li>• Winner of the Distinguished Teaching Award to the Faculty Senate.</li></ul>

# Faculty Senate Committee Description

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<b>Name:</b>	Research and Scholarship
<b>Status:</b>	Permanent
<b>Membership:</b>	7 faculty members; Library Director (ex-officio, non-voting); Computing Director (ex-officio, non-voting)
<b>Appointment:</b>	7 faculty members nominated by the Faculty Senate Steering Committee and ratified by the Faculty Senate; serve on rotating terms (representing social sciences, natural sciences, humanities, performing arts, and professional schools)
<b>Term:</b>	3-year
<b>Chair:</b>	2-year term, selected by the Steering Committee
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members, and to the Faculty Senate Secretary and Chair
<b>Input from:</b>	Faculty Senate Steering Committee; Faculty Senate
<b>Reports to:</b>	Faculty Senate
<b>Functions:</b>	<ul style="list-style-type: none"><li>• Facilitate research presentations for Soup and Salad sessions</li><li>• Facilitate Research Emphasis Week activities</li><li>• Manage proposals for internally-funded faculty research grants (when funds are available)</li></ul>
<b>Responsibilities:</b>	
<b>To act:</b>	To form short-term Working Groups comprised of at least one committee member and others as determined by the Research and Scholarship committee to complete assigned tasks. Working Groups report their findings to the Research and Scholarship committee for review and recommendation/modification prior to being sent to the Faculty Senate Steering Committee.
<b>To recommend:</b>	<ul style="list-style-type: none"><li>• Changes regarding research and scholarship policies to the Faculty Senate Steering Committee.</li><li>• Winner of the Distinguished Scholarship Award to the Faculty Senate Steering Committee</li></ul>

# Faculty Senate Committee Description

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<b>Name:</b>	Salary and Benefits Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	5 voting members/ 1 non-voting secretary: 4 faculty members; Vice-President for Financial Administration (or designee); and Human Resource Director (non-voting committee secretary)
<b>Appointment:</b>	4 faculty members nominated by the Faculty Senate Steering Committee and ratified by the Faculty Senate; serve on rotating terms
<b>Term:</b>	4-year
<b>Chair:</b>	2-year term, selected by the Steering Committee
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members, and to the Faculty Senate Secretary and Chair
<b>Input from:</b>	Faculty Senate Steering Committee; Faculty Senate
<b>Reports to:</b>	Faculty Senate
<b>Functions:</b>	<ul style="list-style-type: none"><li>• Review requests for policy changes</li><li>• Communicate changes to faculty salary and benefits package to the faculty within 60 days of the voted change</li><li>• Oversee the process of granting individual variances</li><li>• Review and report on exceptions to faculty salary and benefits policies during fall quarter</li></ul>
<b>Responsibilities:</b>	Listed in the Faculty Handbook (Part III: Section 5.1c)
<b>To act:</b>	To form short-term Working Groups comprised of at least one committee member and others as determined by the Salary and Benefits committee to complete assigned tasks. Working Groups report their findings to the Salary and Benefits committee for review and recommendation/ modification prior to being sent to the Faculty Senate Steering Committee.
<b>To recommend:</b>	Changes in faculty salary policies or faculty benefits to the Faculty Senate Steering Committee

# Faculty Senate Committee Description

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<b>Name:</b>	Steering Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	6 members: Faculty Senate Chair, Faculty Senate Chair-elect (serves as vice-chair of Faculty Senate), Faculty Senate past-Chair, Secretary (2-year term), Member-at-Large (1-year term), and President (non-voting, ex-officio)
<b>Appointment:</b>	Elected by the Faculty Senate by ballot
<b>Term:</b>	1-year terms, except Secretary (2-year term)
<b>Chair:</b>	Faculty Senate Chair
<b>Meetings:</b>	Monthly, generally one week prior to the Faculty Senate meeting
<b>Minutes:</b>	Distributed to members, and to the Faculty Senate
<b>Input from:</b>	Faculty, Administration; and at times from Schools or the College of Arts and Sciences
<b>Reports to:</b>	Faculty Senate
<b>Functions:</b>	<ul style="list-style-type: none"><li>• Orient new senators and alternates</li><li>• Serve as a nominating committee on behalf of the Faculty Senate</li><li>• Give tasks/charges to Senate Committees</li><li>• Supervise Senate expenditures</li><li>• Report committee agendas and minutes to the Faculty Senate</li></ul>
<b>Responsibilities:</b>	Full details listed in Faculty Handbook (Part III: Appendix B)
<b>To act:</b>	<ul style="list-style-type: none"><li>• On behalf of the Faculty Senate or a Senate committees when extraordinary time constraints do not permit referring items to the full Faculty Senate or standing Senate committee</li><li>• Replace members of standing Senate Committees or the committee chair if necessary</li></ul>
<b>To recommend:</b>	<ul style="list-style-type: none"><li>• Members of Faculty Senate committees to the Faculty Senate</li><li>• Faculty representatives on University committees to the Faculty Senate</li><li>• Actions regarding University-wide academic policy to the Faculty Senate</li><li>• Winner of the Distinguished Service Award to the Faculty Senate</li><li>• Winner of the Anees A. Haddad Excellence in Faculty Governance Award to the Faculty Senate</li></ul>

# University Committee Description

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<b>Name:</b>	Academic Computing and Equipment Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Representative of the College of Arts & Sciences (chair), Director of IT (co-chair); Three faculty member from the College of Arts & Sciences; Representative of the School of Education; Representative of the Divinity School; Representative of the School of Business; Representative of the Division of General Education; Director of the Library; Director of Online Learning; Representative of IT for classroom technologies; Blackboard Learn Academic Support; Provost or designee
<b>Appointment:</b>	Named members appointed ex officio; representatives selected by their respective schools/college
<b>Term:</b>	Continuous for ex officio; three years for representatives
<b>Meetings:</b>	Quarterly (fall, winter, and spring) or more frequently at the call of the chair
<b>Minutes:</b>	Distributed to members, chair of IT Governance & Strategies Committee, CFO's office
<b>Input From:</b>	Student Processes and Care Committee, various other sources
<b>Reports To:</b>	IT Governance and Strategies Committee
<b>Roles of the Committee:</b>	
<b>To Act:</b>	
Set academic technology policy standards, relating to:	
• Classroom technologies	
• Online learning technologies	
• Computer lab technologies	
• Academic software	
<b>To Recommend:</b>	
• Adjustments to the Computer Upgrade Fund for academic departments (to provost and IT Governance & Strategies Committee)	
• Policies and expenditures regarding software licenses (to Director of IT and IT Governance & Strategies Committee)	
• Priorities for instructional and research technology (to provost and IT Governance & Strategies Committee)	



# University Committee Description

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<b>Name:</b>	Academic Integrity Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Three faculty members, four students, one representative from Student Life
<b>Appointment:</b>	Faculty members by the Faculty Senate; students by the provost on recommendation of the Student Senate; representative from Student Life by the vice president for student life
<b>Term:</b>	Three years for faculty and representative from Student Life; one year for students
<b>Chair:</b>	Appointed by the provost from among the university employees on the committee
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Faculty Senate, Student Senate, Undergraduate Academic Council, Graduate Council
<b>Reports To:</b>	Provost; appropriate academic deans and department chairs for individual cases
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• To promote academic integrity across the campus</li><li>• To receive reports of academic integrity violations for Levels One and Two and act on them when necessary</li><li>• To investigate and adjudicate cases of Level One and Two academic integrity violations referred by instructors or students</li><li>• To investigate and adjudicate Level Three and Four academic integrity violations for students</li><li>• To administer consequences of cases it has adjudicated, including reassignment of grades</li><li>• To create working policies and procedures for the operation and application of the Academic Integrity Policy</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Changes to the Academic Integrity Policy (to Faculty Senate)</li><li>• Consequences for academic dishonesty (to appropriate academic deans or other administrators)</li></ul>

# University Committee Description

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<b>Name:</b>	Administrative Computing and Equipment Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Student Finance Council Chair (chair); Director of IT (co-chair); Representatives from Enrollment, Admissions, Student Financial Services, Accounting, Bursar, Records Office, International Students, Student Life, Residential Life, Institutional Research, and Human Resources; Budget & Finance Committee Chair, Webmaster, Portal Services Manager.
<b>Appointment:</b>	Named members appointed ex officio; representatives selected by their respective departments
<b>Term:</b>	Continuous for ex officio; as appropriate for representatives
<b>Meetings:</b>	Quarterly (fall, winter, and spring) or more frequently at the call of the chair
<b>Minutes:</b>	Distributed to members, chair of IT Governance & Strategies Committee, provost's office
<b>Input From:</b>	Student Processes and Care Committee, departments, various other sources
<b>Reports To:</b>	IT Governance and Strategies Committee

## **Roles of the Committee:**

### **To Act:**

#### **Set non-academic technology policy standards, relating to:**

- Computer hardware purchase and replacement policy
- User-level security policies

#### **Review administrative and non-academic technology needs, including:**

- Proposed Banner and Banner-related software proposals (from departments)
- Banner FTE requirements for both IT and end-user's departments
- Update the Banner Unmet Needs Report
- Manage Data Flows and Data Responsibilities
- Review Portal Feature Requirements for non-academic departments

### **To Recommend:**

- Priorities for administrative computer needs (to VP for Finance and IT Governance & Strategies Committee)
- Policies and expenditures regarding software licenses (to Director of IT and IT Governance & Strategies Committee)
- Priorities for institutional technology (to VP for Finance and IT Governance & Strategies Committee)
- Adjustments to the Computer Upgrade Fund for non-Academic departments (to IT Governance & Strategies Committee)

# University Committee Description

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<b>Name:</b>	Assessment Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Six faculty members (director of assessment as chair), assistant to the director of assessment (ex-officio), two members of the staff, director of institutional research (ex-officio).
<b>Appointment:</b>	Members appointed by the provost
<b>Term:</b>	Three years plus one additional summer
<b>Chair:</b>	Appointed by the provost
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Various sources including: Academic Master Planning Committee, Executive Committee, Strategic Planning Committee, Graduate and Undergraduate Academic Councils, Dean's Council
<b>Reports To:</b>	Provost
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Develops and manages the assessment guidelines and expectations for academic programs and non-academic departments</li><li>• Approves and oversees university-level assessment and evaluation activities</li><li>• Reviews university-wide assessment instruments, including course evaluation instruments</li><li>• Receives and evaluates academic and non-academic annual assessment reports</li><li>• Provides guidance to programs and departments regarding assessment activities including the determination of learning objectives and performance indicators, the regular assessment of objectives and indicators, program reviews, and the use of assessment results in planning</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Changes to policies pertaining to assessment and institutional effectiveness (to University Council)</li><li>• Submits an annual report summary with recommendations to the provost concerning academic program and non-academic department annual reports and any program reviews</li><li>• Determines and recommends to the provost the definitions and methods of measurement</li></ul>

# University Committee Description

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<b>Name:</b>	Budget and Finance Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Vice president for financial administration (chair), associate vice president for financial administration (secretary), president, provost, vice presidents, academic deans, associate provost for general studies and academic support, chair of the Faculty Senate, chair-elect of the Faculty Senate, chair of the Strategic Planning Committee, Director of Information Technology
<b>Appointment:</b>	Members appointed ex officio
<b>Term:</b>	Continuous for ex officio; one year for faculty member
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Members
<b>Reports To:</b>	University Council
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Reviews financial statements of the university</li><li>• Makes adjustments to the annual budget within the approved university bottom line</li><li>• Receives recommendations for resource allocations from University Council and/or Strategic Planning Committee</li><li>• Cross-checks resources with requests</li><li>• Reviews drafts of the annual capital and operating budgets</li></ul>
<b>To Recommend:</b>	Approval of the annual capital and operating budgets (to University Council)

# University Committee Description

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<b>Name:</b>	Buildings and Grounds Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Vice president for financial administration (chair), associate vice president for financial administration (secretary), chair of the Faculty Senate, director of physical plant, president, provost, vice president for advancement, two faculty members, vice president for student life, one academic dean, (invitees: associate director of physical plant, director of Risk Management and ADA, and others, as need based on sought skills and/or experience.)
<b>Appointment:</b>	Members appointed ex officio; faculty members and dean by the provost;
<b>Term:</b>	Continuous for ex officio; two years for faculty members and dean
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Members, university committees
<b>Reports To:</b>	Vice president for financial administration
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Reviews and evaluates the campus plan</li><li>• Reviews and evaluates the conditions of campus buildings and grounds</li><li>• Analyzes capital budget needs pertaining to campus buildings and grounds</li><li>• Approves repairs and renovations to campus buildings outside the capital budget up to an amount per project as voted by the Board of Trustees</li><li>• Reviews and evaluates the status of university compliance to government regulations</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Capital budget pertaining to campus buildings and grounds (to Budget and Finance Committee)</li><li>• Policies pertaining to campus buildings and grounds (to University Council)</li><li>• Policies pertaining to university compliance to government regulations (to University Council)</li></ul>

# University Committee Description

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<b>Name:</b>	Compensation and Exceptions Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Vice president for financial administration (chair), director of human resources (secretary), associate vice president for financial administration, chair of the Salary and Benefits Committee of the Faculty Senate, provost, one university employee
<b>Appointment:</b>	Members appointed ex officio; university employees by the provost
<b>Term:</b>	Continuous for ex officio; three years staggered for university employees
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Individuals and department directors
<b>Reports To:</b>	Vice president for financial administration
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Reviews and set staff wage scales based on benchmark data</li><li>• Determine exempt/non-exempt classification based on job descriptions</li><li>• Receive petitions for exceptions to employee (faculty and staff) benefits policy and adjudicate such requests</li></ul>
<b>To Recommend:</b>	Staff compensation policy changes (to University Council) <ul style="list-style-type: none"><li>• Appropriate data sources for the establishment of salaries and benefits benchmarks (to University Council)</li></ul>

# University Committee Description

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<b>Name:</b>	Deans' Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Provost (chair), academic deans, associate provost for general studies and academic support)
<b>Appointment:</b>	Members appointed ex officio
<b>Term:</b>	Continuous
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Members
<b>Reports To:</b>	Provost

**Responsibilities:**

**To Act:**

- Establishes procedures to implement provisions of the Faculty Handbook regarding faculty policies
- Coordinates academic offerings among the schools
- Develops procedures for the implementation of academic policies
- Reviews the implementation of academic and faculty policies
- Acts as an advisory body to the provost regarding other academic matters
- Aids the provost in preparing the annual report

**To Recommend:**

- Academic and faculty policy changes (to Faculty Senate or to school faculties)
- Procedural changes that involve entities of the campus other than the schools (to University Council)

# University Committee Description

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<b>Name:</b>	Executive Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Provost (chair), president, vice presidents, (invitee: associate provost for general studies and academic support)
<b>Appointment:</b>	Members appointed ex officio
<b>Term:</b>	Continuous
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members, University Council
<b>Input From:</b>	Members
<b>Reports To:</b>	Provost
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Develops and implements tactical plans for the university's strategic plan</li><li>• Approves international travel for university employees</li><li>• Approves the establishment, naming, definition, and filling of non-faculty administrative positions below the level of administrative department director</li><li>• Provides general administrative support for the individual initiatives of administrators as requested</li><li>• Approves the list of persons to be funded for participation in General Conference visiting teams and standing committees (e.g., BRICOM and BRISCO)</li><li>• Approves changes to the university employment calendar for non-faculty employees</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Allocations from matured trusts (to University Council)</li><li>• Adjustments to the university budget (to Budget and Finance Committee)</li><li>• Candidates for honorary degrees as per I.B:4.1 (to University Council)</li></ul>



# University Committee Description

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<b>Name:</b>	Faculty Handbook Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Five faculty members (one as chair), director of human resources
<b>Appointment:</b>	Members appointed ex officio; faculty members other than the chair appointed by the Faculty Senate
<b>Term:</b>	Continuous for ex officio; three years for faculty
<b>Chair:</b>	Appointed by the provost
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Various sources
<b>Reports To:</b>	Provost
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Reviews the Faculty Handbook in the light of internal policies and practices and external laws and regulations</li><li>• Engages in a systematic review of the major parts of the Faculty Handbook</li><li>• Reviews proposed changes to the Faculty Handbook from various sources and refers them to the appropriate policy committee when necessary.</li><li>• Considers proposed changes to the Faculty Handbook from various sources</li><li>• Assures the timely editing of the Faculty Handbook to incorporate changes voted by the University Council</li></ul>
<b>To Recommend:</b>	Changes to the Faculty Handbook (to Faculty Senate)

# University Committee Description

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**Name:** Graduate Council

**Status:** Permanent

**Membership:** Associate Provost (chair), secretary, one dean (or designee) and one faculty representative from the College of Arts and Sciences and from each school, chair of the Research and Scholarship Committee of the Faculty Senate, Registrar, one graduate student.

**Invitees (ex officio):** Provost

**Appointment:** Members appointed ex officio; faculty members by the deans; student by the Provost

**Term:** Continuous for ex officio; three years for faculty members; one year for students

**Chair:** Associate Provost

**Secretary:** A faculty member who generates the agenda in consultation with the chair (Appointed by provost).

**Meetings:** Monthly or more frequently as circumstance may require

**Minutes:** Distributed to members and the Provost

**Input From:** Members, Provost

**Reports To:** University Council by way of the Provost

**Responsibilities:****To Act:**

- Reviews and evaluates existing graduate programs on a regularly scheduled basis and reports to University Council through the Provost
- Establishes academic standards for university graduate education, appropriate admission, residency, and graduation standards
- Reviews and evaluates all proposals for new graduate programs, new concentrations in current programs and certificate programs, major changes in existing programs, and recommends approvals to University Council through the Provost.
- Reviews recommendations for discontinuance of graduate academic programs, concentrations in current programs and certificate program and recommends approvals to University Council through the Provost.
- Reviews and approves changes to Graduate Bulletin copy prior to publication.
- Upon request, reviews and approves marketing materials related to graduate programs.
- Upon request, reviews admission practices of the various graduate programs and submits its report to the Provost and the Faculty Senate.
- Advises on matters associated with graduate research within the university
- Deals with all matters concerning graduate studies programs as may be assigned by the Provost.
- Promotes graduate education and its marketing
- Advocates for graduate students
- Advocates for graduate faculty

**To Recommend:**

- Changes in existing graduate programs (to University Council)
- Discontinuance of graduate academic programs, concentrations in current programs, and certificate programs (to University Council)
- Budget for graduate promotion and scholarship (to Budget and Finance Committee)
- Definition of scholarship and scholarly research (to Faculty Senate)
- Distinction between graduate and undergraduate faculty (to Faculty Senate)
- Changes in university graduate academic policies (to Faculty Senate)

# University Committee Description

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<b>Name:</b>	Honors Council
<b>Status:</b>	Permanent
<b>Membership:</b>	Director of the Honors Program (chair), dean of the Honors residence hall, three representatives from the Honors teaching faculty, two additional faculty members, Dean of General Education, one Honors student
<b>Invitees:</b>	Provost or associate provost, academic deans, director of the library, and others based on agenda
<b>Appointment:</b>	Members appointed ex officio; Honors teaching faculty representatives by the Honors faculty; additional faculty members by the Faculty Senate; student by the Honors Program director; invitees, ex officio
<b>Term:</b>	Continuous for ex officio; three years staggered for Honors teaching faculty representatives; three years staggered for additional faculty members
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	Quarterly and at the call of the chair
<b>Minutes:</b>	Distributed to members, invitees, provost, Faculty Senate chair and secretary
<b>Input From:</b>	Members, academic deans
<b>Reports To:</b>	Dean of General Education, Faculty Senate
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Approves course descriptions for the Honors Program and minor changes in the curricula</li><li>• Approves faculty for the Honors Program</li><li>• Approves admissions standards for the Honors Program</li><li>• Approves variances in student requirements</li><li>• Approves and applies operating policies relating to the Honors Residence Hall</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Appointment of the Honors director (to the provost)</li><li>• Major changes to the curricula and standards of the Honors Program (to Faculty Senate)</li></ul>

# University Committee Description

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<b>Name:</b>	IT Governance & Strategies Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Director of Information Technology (chair), the chair of the University Strategic Planning Committee (co-chair); one member of the University Strategic Planning Committee, Director of Records, the chair and one member of the Academic Computing Committee, the chair and one member of the Administrative Computing Committee, vice president for financial administration or designee, provost or designee, Director of Online Learning.
<b>Appointment:</b>	Members appointed ex officio; committee representatives selected by the various committees.
<b>Term:</b>	Continuous for ex officio; three years for others
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	Four times per academic year (at least once each quarter) or more frequently at the call of the chair
<b>Minutes:</b>	Distributed to members chair of the University Strategic Planning Committee, chair of the Budget & Finance Committee, the chairs of the Academic Computing and Administrative Computing Committees
<b>Input From:</b>	Academic Computing Committee, Administrative Computing Committee, Banner Users Committee, and various sources
<b>Reports To:</b>	Provost

## Responsibilities:

### To Act:

- Reviews and evaluates the technology needs of the university
- Prioritizes, once a quarter, the input received from committees and communicates how the major IT projects shall be ranked.
- Approves planned IT special projects over \$10,000.

### To Recommend:

- Medium and long range strategic directions for the use and deployment of information technology at the university (to provost and Strategic Planning Committee)
- University-wide policies regarding the use of computer and teaching technology on campus (to University Council)
- University-wide policies regarding technology purchases, hardware and software (to University Council)

# University Committee Description

---

<b>Name:</b>	Library Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Three faculty members (one as chair), director of the library (secretary), chair of the Graduate Council, provost, one librarian, one academic dean, one undergraduate student, one graduate student
<b>Appointment:</b>	Members appointed ex officio; faculty members other than the chair by the Faculty Senate; librarian by the director of the library; undergraduate student by SALSU; dean and graduate student by the provost
<b>Term:</b>	Continuous for ex officio; three years for university employees; one year for students
<b>Chair:</b>	Appointed by the provost
<b>Meetings:</b>	Quarterly
<b>Minutes:</b>	Distributed to members, provost
<b>Input From:</b>	Faculty Senate, Deans' Committee, Undergraduate Academic Council, Graduate Council, SALSU Senate
<b>Reports To:</b>	Provost
<b>Responsibilities:</b>	
<b>To Act:</b>	Reviews the materials budget
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Allocations from the materials budget (to director of the library)</li><li>• Matters pertaining to the general library program, major operational policies, and the creation of departmental and branch libraries (to director of the library)</li><li>• Plans pertaining to the future collection development of the library in terms of the various academic programs of the university (to director of the library)</li><li>• Purchase of special collections (to director of the library)</li><li>• Matters pertaining to building and renovation (to Buildings and Grounds Committee)</li><li>• Acceptance of restricted gifts (to vice president for advancement)</li></ul>

# University Committee Description

---

<b>Name:</b>	Rank and Tenure Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Three faculty members (one as chair), chairs of the rank and tenure committees of the College of Arts and Sciences, each school, and the library
<b>Appointment:</b>	Members appointed ex officio; faculty members by the provost
<b>Term:</b>	Continuous for ex officio; three years staggered for faculty members
<b>Chair:</b>	Appointed by the provost
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members, provost, president
<b>Input From:</b>	Academic Programs and Personnel Committee of the Board of Trustees, provost, academic deans
<b>Reports To:</b>	Provost
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Implements the university's rank and tenure policies</li><li>• Develops procedures relating to the processing of requests for promotion or tenure</li><li>• Reviews university rank and tenure policies</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Changes in rank and tenure policies of the university (to Faculty Senate)</li><li>• Changes in rank and tenure policies of the schools and the Library (to schools or library)</li></ul>

# University Committee Description

---

<b>Name:</b>	Residential Life Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Director or residential life (chair), all residential hall deans, (invitee: vice president for student life)
<b>Appointment:</b>	Members appointed ex officio
<b>Term:</b>	Continuous
<b>Chair:</b>	Appointed by vice president for student life
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members, vice president for student life
<b>Input From:</b>	Members
<b>Reports To:</b>	Vice president for student life
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Reviews policies and procedures concerning residential life</li><li>• Approves petitions for off-campus residence</li></ul>
<b>To Recommend:</b>	Changes to policies and procedures pertaining to residential life (to Student Life Committee)



# University Committee Description

---

<b>Name:</b>	Scholarship Awards Exceptions Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Vice president for enrollment services (chair), director of admissions and records, associate vice president for financial administration, director of student financial services
<b>Appointment:</b>	Members appointed ex officio
<b>Term:</b>	Continuous
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Vice president for enrollment services, director of financial aid
<b>Reports To:</b>	Vice president for enrollment services
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Approves or disapproves university-funded scholarships for persons who apply after June 30</li><li>• Approves or disapproves requests for university-funded scholarships outside policy</li></ul>
<b>To Recommend:</b>	Changes to university scholarship policies (to University Council)

# University Committee Description

---

**Name:** Service Learning Council

**Status:** Permanent

**Membership:** Service Learning Director (chair), Service Learning Assistant / Associate Director (secretary), 3 community members, 1 OACS representative, 2 Service Learning faculty, 1 degree analyst, 1 student, 1 Criminal Justice program representative, Dean of General Education (invitee)

**Appointment:** Community members appointed by Service Learning Director; OACS representative appointed by OACS Director; student appointed by Office of Student Involvement; Faculty appointed by Dean of General Education; degree analyst appointed by Registrar; other Members appointed ex officio

**Term:** Continuous for ex officio; Four year term with option to renew

**Chair:** Appointed ex officio

**Meetings:** At the call of the chair

**Minutes:** Distributed to members

**Input From:** Dean of General Education

**Reports To:** Dean of General Education

**Responsibilities:**

**To Act:**

- Approve courses proposed as Service Learning
- Review approved Service-Learning courses on a 3-year rotation
- Encourage faculty and community involvement in Service Learning
- Set policies governing Service Learning
- Provide annual program assessment

**To Recommend:**

- Procedures of the Service Learning program (to Service Learning Director)
- Service Learning initiatives (to Service Learning Director)

# University Committee Description

---

<b>Name:</b>	Social Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Three faculty members and four staff members (one as chair), director of food services, executive assistant to the president
<b>Appointment:</b>	Members appointed ex officio; faculty members by the Faculty Senate; staff members by the vice president for advancement
<b>Term:</b>	Continuous for ex officio; two years for faculty members and staff members
<b>Chair:</b>	Appointed by the vice president for advancement
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Members
<b>Reports To:</b>	Vice president for advancement
<b>Responsibilities:</b>	
<b>To Act:</b>	Plans social activities for the faculty and staff
<b>To Recommend:</b>	At least one event per quarter, including the awards banquet (to Executive Committee)

# University Committee Description

---

<b>Name:</b>	Spiritual Life Committee
<b>Status</b>	Permanent
<b>Membership:</b>	University Chaplain (chair), president, vice president for student life, dean of the H.M.S. Richards Divinity School, director of residential life, SALSU vice president for spiritual life, (invitees: one faculty member, LSUC pastor, assistant campus pastor, enrollment services representative)
<b>Appointment</b>	Members appointed ex officio; faculty member by the provost
<b>Term</b>	Continuous for ex officio; three-years for faculty
<b>Chair</b>	Appointed ex officio
<b>Meetings</b>	At the call of the chair
<b>Minutes</b>	Distributed to members
<b>Input From</b>	Various sources
<b>Reports To</b>	President
<b>Responsibilities:</b>	
<b>To Act</b>	Coordinates development, implementation and assessment of the Spiritual Master Plan.
<b>To Recommend:</b>	Changes to university policies pertaining to spiritual life activities (to University Council)

# University Committee Description

---

<b>Name:</b>	Strategic Planning Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	President (chair), vice president for communication and integrated marketing, at least eight faculty members and/or staff
<b>Appointment:</b>	Members appointed by the president
<b>Term:</b>	Continuous
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	Monthly or at the call of the chair
<b>Minutes:</b>	Distributed to members, invitees, Faculty Senate Steering Committee
<b>Input From:</b>	All campus entities
<b>Reports To:</b>	University Council
<b>Responsibilities:</b>	
<b>To Act:</b>	Oversees and assesses implementation of strategic goals
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Regular updates to the university's strategic plan (to University Council)</li><li>• Priorities for strategic goals (to University Council)</li><li>• Implementation of strategic goals (to Executive Committee)</li></ul>

# University Committee Description

---

<b>Name:</b>	Student Awards and Scholarships Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Vice president for advancement (chair), vice president for enrollment services, associate vice president for financial administration, director of alumni relations, one staff member from enrollment services, one faculty representative from each school and the Honors Program (invitees: director of student financial services, director of student accounts)
<b>Appointment:</b>	Members appointed ex officio; staff member by the vice president for enrollment services; faculty representatives by the academic deans; Honors Program representative by the Honors director
<b>Term:</b>	Continuous for ex officio; until replaced for staff and school representatives
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Members
<b>Reports To:</b>	Vice president for advancement
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Disburses endowed scholarships to students according to donor stipulations</li><li>• Coordinates the awards assembly and donor luncheon</li></ul>
<b>To Recommend:</b>	(This committee has no recommendation responsibilities.)

# University Committee Description

---

<b>Name:</b>	Student Life Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Vice president for student life (chair), Associate Vice President/Dean of Students (vice-chair), residential hall deans, campus pastor, chair of the Department of Health and Exercise Science, director of advising and orientation, director of athletics, director of health services, director of residential life, director of security, director of student activities, two faculty members, two students, two resident assistants, (invitees: assistant campus pastor, director of the learning and testing center, director of property management, LSUC pastor, LSUC associate pastor, president, provost)
<b>Appointment:</b>	Members appointed ex officio; faculty by the Faculty Senate; students by SALSU; others by the vice president for student life
<b>Term:</b>	Continuous for ex officio; three years for university employees; one year for students
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	Monthly or at the call of the chair
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Members, Residential Life Committee, Student Judicial Committee, Student Senate
<b>Reports To:</b>	University Council
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Decides on all student discipline appeals</li><li>• Develops and implements new policies within student life</li></ul>
<b>To Recommend:</b>	Changes to the Student Handbook (to University Council)

# University Committee Description

---

<b>Name:</b>	Undergraduate Academic Council
<b>Status:</b>	Permanent
<b>Membership:</b>	Associate Provost (chair), academic deans, chair of the Undergraduate Academic Council for the Faculty Senate, director of library, director of Records, director of Center of Academic Success, faculty members (one from each undergraduate school), SALSU president or appointee.
<b>Invitees (ex officio):</b>	Provost
<b>Appointment:</b>	Members appointed ex officio; faculty members by the deans of the undergraduate schools.
<b>Term:</b>	Continuous for ex officio: two years for faculty member and one year for student.
<b>Chair:</b>	Associate Provost
<b>Meetings:</b>	Bi-weekly or at the call of the chair
<b>Minutes:</b>	Distributed to members, Associate Director of Admissions
<b>Input from:</b>	Schools and Divisions, Faculty Senate, program directors, Provost
<b>Reports to:</b>	University Council through the Provost

## **Responsibilities:**

### **To act:**

- Reviews and evaluates current university policies and procedures for undergraduate academic programs
- Reviews and approves new university academic policies and procedures for all undergraduate academic programs
- Constructs the university academic calendar
- Reviews, evaluates, and approves all proposals for new programs, expansions, reduction, revision, or termination of existing programs
- Reviews, evaluates, and approves changes in academic organization
- Receives and reviews annual reports, as requested, from various departments, including undergraduate admissions practices: decisions, standards, exceptions, progress of students granted provisional admission status, and any other admission-related matters specified by Undergraduate Academic Council

### **To recommend:**

- New interschool policies and policy changes in the Faculty Handbook, per revision procedures listed in the Foreword (to Faculty Senate)
- New Programs and the closure of programs (to University Council)
- New general education programs, the closure of general education programs, and major revisions of general education programs (to Faculty Senate)
- Articulation agreements (to University Council)
- The university academic calendar (to University Council)
- Implementation procedures for interschool policies approved by the Faculty Senate



# University Committee Description

---

<b>Name:</b>	Undergraduate Admissions Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Director of Admissions and Records (secretary), one faculty representative from the College of Arts and Sciences and each school, one representative of Enrollment Services, one additional faculty member, one representative of Academic Administration, one representative of Student Life, (invitee: director of the Division of Continuing Studies)
<b>Appointment:</b>	Appointed ex officio; faculty by the deans and the Faculty Senate; others by the provost and vice presidents
<b>Term:</b>	Continuous
<b>Chair:</b>	Appointed by the provost
<b>Meetings:</b>	At the call of the chair
<b>Minutes:</b>	Distributed to members, director of advisement and orientation, registrar, deans, provost, and vice presidents
<b>Input From:</b>	Members
<b>Reports To:</b>	Provost
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Rules on appeals from applicants who have been denied admission by the Office of Admissions or from a member of the faculty or staff</li><li>• Rules on requests from the Office of Student Life or a faculty member to review the appropriateness of the admission of an applicant who meets the quantitative admission requirements</li><li>• Determines the information required from applicants for undergraduate admission or readmission</li><li>• Submits an annual summary report to the Faculty Senate regarding the exceptions to undergraduate admissions policies it has approved</li></ul>
<b>To Recommend:</b>	Undergraduate admissions policy changes (to Faculty Senate)

# University Committee Description

---

<b>Name:</b>	University Council
<b>Status:</b>	Permanent
<b>Membership:</b>	President (chair), provost, vice presidents, academic deans, associate provost for general studies and academic support, associate vice president for financial administration, chair of the Faculty Senate, chair-elect of the Faculty Senate, chair of the Strategic Planning Committee, executive director of university relations, director of information technology, campus pastor, president of SALSU
<b>Appointment:</b>	Members appointed ex officio
<b>Term:</b>	Continuous
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	Alternate weeks
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Faculty Senate, Strategic Planning Committee, Undergraduate Academic Council, Graduate Council, Budget and Finance Committee, Student Life Committee, members
<b>Reports To:</b>	President
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Considers recommendations from the Faculty Senate, Strategic Planning Committee, Undergraduate Academic Council, Graduate Council, Budget and Finance Committee, Student Life Committee, other campus committees, and members</li><li>• Approves candidates for appointment to or resignation from the following positions: provost, vice presidents, deans, directors of administrative departments, chairs of academic departments, and faculty; for retirement; for promotion in academic rank (other than emeritus); or for sabbatical leave</li><li>• Approves repairs and renovations to campus buildings outside the capital budget within a cost range per project as voted by the Board of Trustees</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Candidates for tenure or for emeritus status (to Board of Trustees)</li><li>• All applicable matters from campus governance bodies and administrators (to Board of Trustees)</li></ul>

# University Committee Description

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<b>Name:</b>	University Studies Theme Chairs Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Dean of General Education (Chair), University Studies Theme Chairs (UNST 101, SSCI, HUMN, RLGN, NSCI, UNST 404), Invitee: Associate Provost
<b>Appointment:</b>	Appointed for ex-officio
<b>Term:</b>	Appointed ex-officio
<b>Chair:</b>	University Studies Director
<b>Meetings:</b>	Monthly
<b>Minutes:</b>	Distributed to members, University Studies Policy Committee
<b>Input From:</b>	University Studies Policy Committee; various other sources
<b>Reports To:</b>	Dean of General Education
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Implements University Studies curriculum;</li><li>• Determines and ensures appropriate logistics for implementation of theme classes;</li><li>• Recruits, trains, oversees, and evaluates theme courses faculty;</li><li>• Ensures availability of sufficient University Studies theme class offerings;</li><li>• Periodically reviews and re-approves existing theme classes;</li><li>• Reviews applicability of proposed courses for theme requirements;</li><li>• Reviews and determines how to measure learning outcomes as necessary;</li><li>• Assesses curriculum within the program.</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• Changes in curriculum and/or policies to the University Studies Policy Committee;</li><li>• Revisions in Program (to University Studies Policy Committee);</li><li>• Changes in Student Learning Outcomes and/or measurements (to University Studies Policy Committee).</li></ul>

# University Committee Description

---

<b>Name:</b>	University Studies Policy Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Dean of General Education (chair), three University Studies Theme Courses Team Leaders, three faculty representatives, director of the Honors program, Director of Service Learning, Director of Records, president of SALSU
<b>Invitees:</b>	Provost or associate provost, and others as appropriate based on agenda
<b>Appointment*:</b>	Named members appointed ex officio; faculty representatives appointed by Faculty Senate; University Studies Theme Chairs appointed by Dean of General Education; invitees, ex officio
<b>Term:</b>	Three years staggered for University Studies Theme Chairs, three years staggered for faculty representatives, continuous for ex officio
<b>Chair:</b>	Appointed ex officio
<b>Meeting:</b>	Once a month and at the call of the Chair
<b>Minutes:</b>	Distributed to members, invitees, University Studies Theme Chair Committee, Faculty Senate chair and secretary, and head of academic advising
<b>Input from:</b>	University Studies Theme Chair Committee; various sources as needed
<b>Reports to:</b>	Dean of General Education
<b>Responsibilities:</b>	
<b>To Act:</b>	<ul style="list-style-type: none"><li>• Reviews annual assessment report</li><li>• Completes quadrennial program review</li><li>• Receives periodic reports from General Education committees (Writing &amp; Rhetoric Across the Curriculum and Service Learning)</li><li>• Oversees general education articulations, including IGETC</li><li>• Reviews bulletin copy to accurately reflect University Studies policies and curriculum</li><li>• Approves University Studies breadth courses</li></ul>
<b>To Recommend:</b>	<ul style="list-style-type: none"><li>• University Studies policy and curriculum changes (to Faculty Senate)</li><li>• University Studies mission and learning outcomes changes (to Faculty Senate)</li></ul>

# University Committee Description

---

<b>Name:</b>	Web Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Vice president for communication and integrated marketing (chair), director of internet technology (vice chair), webmaster (secretary), associate vice president for financial administration, executive director of university relations, director of marketing, director of institutional research, director of information technology, portal services manager, one representative each from advancement and enrollment services and student life, director of the division of continuing studies, one representative from each of the four schools, one faculty member
<b>Appointment:</b>	Members appointed ex officio; university department representatives appointed by their respective vice presidents; school representatives appointed by their respective deans; faculty member appointed by faculty senate
<b>Term:</b>	Continuous for ex officio; three-year terms for all others
<b>Chair:</b>	Vice president, communication and integrated marketing
<b>Meetings:</b>	At least once per quarter
<b>Minutes:</b>	Distributed to members, provost
<b>Input From:</b>	Various sources
<b>Reports To:</b>	Provost
<b>Responsibilities:</b>	
<b>To Act:</b>	Web policies for the university
<b>To Recommend:</b>	Aspects of web design and navigation

# University Committee Description

---

<b>Name:</b>	Writing and Rhetoric Across the Curriculum Committee
<b>Status:</b>	Permanent
<b>Membership:</b>	Director of Composition (chair), 6 faculty (3 CAS, 1 RDS, 1 SE, 1 ZSB), library representative, Associate Provost (invitee), Dean of General Education (invitee)
<b>Appointment:</b>	Faculty appointed by Deans; library representative appointed by Library Director; other Members appointed ex officio
<b>Term:</b>	Three years, rotating, optional renewal for second term
<b>Chair:</b>	Appointed ex officio
<b>Meetings:</b>	As needed
<b>Minutes:</b>	Distributed to members
<b>Input From:</b>	Dean of General Education; University Studies Policy Committee
<b>Reports To:</b>	Dean of General Education

**Responsibilities:**

**To Act:**

- Establish criteria for designating Upper-Division Rhetoric-Intensive Courses
- Approve course proposals for Upper-Division Rhetoric-Intensive Courses
- Review previously approved Upper-Division Rhetoric-Intensive Courses
- Provide faculty resources for teaching writing, and assigning / grading writing assignments
- Evaluate and approve general education writing intensive courses or programs at all undergraduate levels

**To Recommend:**

- Assessment methods for writing and rhetoric (to faculty, departments, and deans)
- Policy and practice for writing in general education courses (to Dean of General Education and University Studies Theme Chairs)

# Academic Practices and Procedures

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# University Academic Policies

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## 1.1 General University Academic Policies

Included in this part of the Faculty Handbook are the university's policies relating to academic practices. As presented, they indicate minimum standards and apply to all schools. However, a school may be more restrictive in its policies.

## 1.2 Additional Individual School Policies

In addition to university-wide policies relating to academic practices, policies may be determined as each school deems appropriate. These policies are subject to review by the Undergraduate Academic Council, Graduate Council and the Faculty Senate. Upon appropriate review, these policies may be published in the university Bulletin.

## 1.3 List of School Policies

Included in the areas for which schools determine academic policy are the following:

- A. requirements for various degree and certificate programs including residence requirements.
- B. addition and/or deletion of courses.
- C. specific provisions for repeating a course (see II:6.6).
- D. regulations and procedures relating to the evaluation and/or recording of continuing education credit beyond what is established policy.
- E. class attendance requirements.
- F. student recognition at commencement on the basis of either or both of the following: the Honors Program, or the grade point average (see II:9.7).

## 1.4 Academic Authority

- A. The dean is the highest authority in the administration of all academic matters in each of the schools of the university and is charged with the interpretation and enforcement of academic matters, such as academic probation and academic honesty. Any exceptions

or changes in academic requirements, graduation requirements, test schedules, and grades are not valid unless approved by the dean of the school. Any actions taken by individual faculty or staff in regard to these matters are advisory only and are not binding on the school and the university unless officially approved by the dean.

- B. The provost, as chief academic officer, oversees the implementation of the university's academic mission, insures that the schools maintain minimum acceptable university standards, and monitors the uniform application of the university's policies.

The assistant vice president for graduate studies and research chairs the Graduate Council. The Graduate Council is responsible for the continuing study of the effectiveness of all (academic and professional) graduate programs in the university. It is responsible for:

1. strengthening graduate offerings and curricula.
2. suggesting and enforcing appropriate admission, residency, and graduation standards.
3. collaborating with the provost in assisting the deans of the various schools in the preparation of the annual budget of their programs.
4. maintaining university standards of research and graduate teaching through an appropriate review and evaluation process.
5. reviewing the material for inclusion in the bulletin concerning graduate programs and other materials of an academic and professional nature for publication.
6. facilitating and supporting endeavors to obtain and administer research grants, etc.

## 1.5 Creation, Modification, or Elimination of Academic Entities

The flow of information and the flow of decisions are two important but distinct considerations when schools, degrees, departments, programs, majors, minors, emphases, concentrations, and courses are created, modified, or eliminated. Both the flow of information and decisions are based upon the hierarchical levels of the university. For guidelines involving the creation of off-campus programs see II:1.6.

## Levels of Decision Hierarchy and Information Flow

Level	Administrator	Responsibility for Proposing Change
Board of Trustees		
University Council	President	
Graduate/ Undergraduate Council	Provost	Schools/ Inter-School Programs
School/College	Dean	Departments/ Programs
Department/ Program	Chair/ Coordinator	Majors/ Courses/ Emphases

## A. Flow of Information.

1. An entity proposing changes of any kind must consult with all programs, departments, or schools that will be affected by such changes.
2. Prior to a decision, information must flow at least two levels above the entity proposing the change. In the case of the creation or elimination of schools, degrees, or departments, information flows all the way to the Board of Trustees.
3. In making the case for change, an entity must address the goals of the university.
4. Any proposed change within the purview of the Faculty must be routed through the Senate for input (see Faculty Senate Constitution in Appendix B).

## B. Hierarchy of Decisions

1. Decisions are generally made one level above the entity proposing the change, except for the creation or elimination of schools, degrees, or departments, in which case the Board of Trustees makes the final decision.
2. All bulletin copy is routed through proper decision channels.
3. Budgetary implications must be included as a part of the information provided.
4. Creation requires approval through decision channels.
5. Modification or elimination require that fair notice be given through the information route to all entities involved. The changes become effective if there is no disapproval, after an adequate response time, through the information route.

## 1.6 Off-campus Programs

Off-campus programs (also referred to as extended campus programs) are operated by a school of the university for students at a site away from the official campus.

## A. Guidelines for the Operation of Off-campus Programs.

1. Off-campus programs shall be essentially the same as programs offered on the La Sierra University campus.
2. Off-campus programs may lead to degrees or credentials as well as be courses that will be used to meet the academic or professional goals of the students.
3. Students entering off-campus programs shall meet all admissions requirements and comply with the same academic policies as students enrolled in on-campus programs.

## B. The Review and Approval Process for Off-campus Programs.

1. The academic department, in which the program or courses to be offered is housed, shall study the proposed program and make a recommendation to the academic council of that school. Included in the proposal shall be the following:
  - i. listing of courses to be offered.
  - ii. specifying the degrees and/or credentials to be earned.
  - iii. site where the program is proposed.
  - iv. budget showing both projected income and expenses.
  - v. staffing plans by university professors and or contract professors.
  - vi. academic resources available for the students at the site.
2. The preliminary proposal, prepared by the academic department, shall be studied by the school's academic council with advice and consultation from the dean and the provost.
3. When the school's academic council approves the proposal it is then placed on the agenda of the faculty meeting of that school and discussed twice. The first reading shall be a full review for study. After at least two weeks for study, the faculty of the school shall again review with the potential of recommending modifications, denial, or approval.
4. If the school's faculty approves the proposal it is then placed on the agenda of the Undergraduate Academic Council or the Graduate Council or both, as appropriate, and discussed twice. The first reading shall be a full review for study. The next reading shall consider any recommended changes and respond to questions of academic and fiscal soundness. The proposal shall then be approved or denied with any modifications if necessary.

5. If the Undergraduate Academic Council or the Graduate Council or both, as appropriate, recommends approval a determination shall be made whether the proposed off-campus program needs WASC approval. If the proposed program needs WASC approval, consultation is initiated with WASC officials to facilitate the fulfillment of any WASC requirements.
6. The University Council shall review the final proposal as a recommendation from the provost. Approval shall permit the implementation of the proposal. Denial shall specify the reason and indicate if resubmission is possible after recommended changes.
  - ii. When the recording of classes would interfere with the delivery of the course content and/or the assessment of student learning objectives, the instructor should work with the Office of Disability Services to determine accommodation alternatives.

## 1.7 Unauthorized Recording and Posting

The university encourages freedom of discussion and open exploration of ideas and concepts in classroom activities, campus meetings or related forums. This policy addresses the rights and responsibilities of individuals within the University community in regard to recording, dissemination, and posting of classroom and non-classroom materials.

- A. All class lectures and course materials are copyrighted, and any recording, transmission, reproduction or redistribution of them without the written permission of the instructor is prohibited. (*See Handbook Part III: 2.5.A.1.iii – Intellectual Property Rights*)
- B. Instructors may record and disseminate classroom activities and materials for legitimate pedagogical or assessment purposes. Postings should be limited to university-approved or -sponsored venues, such as Blackboard, etc.
  1. When possible, instructors should inform students in the course syllabus if the instructor intends to record classroom activities.
  2. In all cases, instructors should inform students in advance when they are to be recorded.
- C. Students may request permission to record classroom activities.
  1. Students with documented disabilities may be granted permission by the Office of Disability Services to make classroom recordings as an accommodation.
    - i. Such students need to secure a letter of accommodation from the Director of the Office of Disability Services documenting their need to record a class lecture due to a disability and present this letter to the instructor. Prior to the student recording of any classroom activity, an Agreement for Recording Classroom Activities should be signed by the student and the instructor.
      - ii. When the recording of classes would interfere with the delivery of the course content and/or the assessment of student learning objectives, the instructor should work with the Office of Disability Services to determine accommodation alternatives.
- D. Recording of non-public, non-classroom events may be authorized. These events include, but are not limited to, faculty meetings, department assemblies, and academic forums.
  1. Individuals wishing to record, distribute, or post recordings of these events must request permission from the director, chair or dean of the sponsoring office, department, school, or college, or the Provost for University-wide events.
  2. Participants in these events for which a recording has been authorized should be notified of the intent to record.
  3. Recordings of these events approved for distribution or posting may not identify participants or audience members, or depict them in an identifiable manner, without the permission of those individuals. These activities include but are not limited to:
    - i. Promotional activities
    - ii. Research activities
    - iii. Commercial endeavors
- E. In unusual circumstances, announcements prohibiting the recording of non-public, non-classroom events may be made at the beginning of the event.

# Degrees and Certificates

- |     |  |
|-----|--|
| 2.1 | Degrees Conferred  |
| 2.2 | Certificate Programs                                       |
| 2.3 | Multiple Degrees/Overlapping Majors and Minors             |
| 2.4 | Conjoint or Combined Degree Programs within the University |
| 2.5 | Second Master's Degree within the University               |
| 2.6 | Types of Graduate Degree Programs                          |

## 2.1 Degrees Conferred

The following degrees are conferred by the university:

- B.A. Bachelor of Arts
- B.F.A. Bachelor of Fine Arts
- B.Mus. Bachelor of Music
- B.S. Bachelor of Science
- B.S.W. Bachelor of Social Work
  
- M.A. Master of Arts
- M.A.T Master of Arts in Teaching
- M.B.A. Master of Business Administration
- M.Div. Master of Divinity
- M.Ed. Master of Education
- M.S. Master of Science
- M.T.S. Master of Theological Studies
  
- Ed.S. Specialist in Education
  
- Ed.D. Doctor of Education

## 2.2 Certificate Programs

- A. Certificate: a document of completion of a non degree educational experience.

All schools wishing to offer certificate programs must submit a Certificate Program Request Form through the dean of the sponsoring school. The request forms are processed through the Undergraduate Academic Council or the Graduate Council, as appropriate, for approval by the University Council after having been recommended in all significant points by the appropriate department and approved by the dean. A certificate program will conform to the following

guidelines.

1. The certificate program will be organized and conducted in such a way as to clearly demonstrate that it is an extension of the educational purposes of the university, and consistent with university goals and philosophy.
  2. Certificate program planning will incorporate safeguards to the legal and financial position of the university.
  3. The certificate program will have a university-designated representative in attendance to ensure that the university's interests are safeguarded at all times.
- B. Three categories of certificates are issued by La Sierra University: (1) regular certificate programs to which students are formally accepted into the program by the Admissions Committee of the school, (2) a certificate of attendance with academic credit recorded in the Office of the Registrar, and (3) a certificate of attendance with no academic credit and no records on file in the Office of the Registrar. All certificates in categories (2) and (3) shall bear a statement indicating whether or not they reflect academic credit, or whether or not a record of the certificate is maintained on permanent file in the Office of the Registrar (e.g., "No record of this certificate is maintained on permanent file in the Office of the Registrar.").
1. Regular certificate programs: A non-degree program comprised of regular courses within the university having been approved through the Undergraduate Academic Council or the Graduate Council, as appropriate. Students are formally accepted into the program through the university Admissions Committee and are regular registered students. The certificates are issued by the Office of the Registrar and shall bear the signature of the president and the university seal. They may also include the logo of the school or a stylized university logo.

2. Certificate of attendance with academic credit: The student is registered through the Office of the Registrar for the course, but the certificate is issued based on attendance only (an S/U grade is issued for attendance). The Office of the Registrar maintains a record of completion, but not of the certificate of completion. Each program shall be presented to the Undergraduate Academic Council or the Graduate Council, as appropriate, for approval. The only signatures on these certificates shall be those of the dean of the school and the coordinator of the program. They may include the logo of the school or a stylized university logo.
  3. Certificate of attendance with no academic credit: Issued for programs such as continuing education, Elderhostel, non-academic seminars, etc. The Office of the Registrar may maintain a record of registration, but not of the certificate of completion. The design of these certificates is at the discretion of the individual school issuing them, provided that each certificate indicates that it reflects no academic credit. The only signatures on these certificates shall be those of the dean of the school and the coordinator of the program or parties identified in the school's pre-authorized criteria statement. They may include the logo of the school or a stylized university logo but not the university Seal.
- C. Certificate courses, other than formal courses for which the student has registered, are not applicable as units earned toward any degree requirement within the university.
- D. The awarding of certificates is administered by the offering school.
1. Each school develops its own standards for offering programs leading to the granting of a certificate within university guidelines. The school's standards are to be reviewed and approved by the provost.
  2. Each school establishes an appropriate committee, responsible to the dean, to act as a clearing house for certificates granted by the school.
  3. Each school may use its own logo or stylized university logo on its certificates.
  4. Each school maintains permanent files of the record of completion for certificate programs.
  5. Each school is responsible for the issuing of certificates of attendance with academic credit and of certificates of attendance with no academic credit (see II:2.2B.2,3).
  6. A standard certificate design and size approved by the provost is used by all schools.

## 2.3 Multiple Degrees/Overlapping Majors and Minors

A student may simultaneously earn more than one degree at one level in the same school of the university, provided all requirements for the degrees are met.

If there are overlapping requirements between the two majors, 20 units are required that are in one of the majors but not in the other or a combination of 30 units that are mutually exclusive between the two majors. If there are overlapping requirements between a major and a different minor or between minors, 12 units not used in the first major or minor are required.

If courses are simultaneously applicable toward two graduate majors, a maximum of one-third of the number of units (typically 8-12) needed to complete the major requiring the greater number of units may be used to meet the requirements for both majors.

## 2.4 Conjoint or Combined Degree Programs within the University

Policies applicable to conjoint or combined programs are as follows:

II:3.1E

II:5.9

## 2.5 Second Master's Degree within the University

A student wishing to complete a second master's degree may do so within the following constraints:

- A. the area of specialization must differ in each degree.
- B. if allowed by a program or department, a maximum of 18 units of credit may be shared as dual credit.
- C. all general requirements must be met for each degree, as specified in the university Bulletin.
- D. residence requirements may not be part of that dual credit.

## 2.6 Types of Graduate Degree Programs

Graduate degree programs are classified as graduate academic and graduate professional. The former are research based and are designed to prepare graduates for research and other careers in the discipline and for further graduate study. The latter are practice oriented and are designed to prepare graduates for professional careers. Because of the nature of the programs and common practice among institutions that deliver them, certain admission and graduation requirements may differ between the two types of programs.

# Admission and Registration Procedures

- |     |                           |
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| 3.1 | Application and Admission |
| 3.2 | International Applicants  |
| 3.3 | Admission Requirements    |
| 3.4 | Required Documents        |
| 3.5 | Registration              |
| 3.6 | Student's Official Name   |

## 3.1 Application and Admission

- A. The procedures for application and the specific requirements for admission to the schools of the university are outlined in the university Bulletin. Acceptance of an applicant is contingent upon the satisfaction of these requirements.
- B. An applicant may apply, at the same degree level, to more than one school of the university, or to more than one program within a school.
- C. An undergraduate student who discontinues studies in a school for a minimum of one year is subject to the entrance requirements in force at the time of re-entrance, except in a case where a student is admitted for more than one year.
- D. A student who has been discontinued from the university for reasons of professional or academic behavior which could make the student an unsatisfactory candidate for a degree from the university may not be allowed readmission to the university unless approved by the appropriate undergraduate or graduate admissions committees of the university. The Office of Admissions is to be notified of the student's discontinuance so that re-acceptance and registration materials may be delayed until such clearance is obtained. A student who has been discontinued permanently may not be readmitted.
- E. Admission to conjoint or combined programs requires regular admission to the university and acceptance to the program to each school. The schools involved in conjoint or combined programs keep complete files of application, admission, progress, and graduation records.
- F. The Office of Admissions ordinarily offers immediate regular or provisional admission or readmission, as appropriate, to any applicant for undergraduate study who meets the relevant quantitative academic requirements, in accordance with university policy. The Undergraduate Admissions Committee resolves requests for admissions policy variances.

- G. The Office of Admissions provides each university academic entity with a list of students who intend to major in each program offered by the entity and a list of every student admitted to the university who has not elected a major.

## 3.2 International Applicants

- A. Any applicant whose native language is not English is required to take the Test of English as a Foreign Language (TOEFL), or the Michigan Test of English Language Proficiency (MTELP), or their equivalents. If the TOEFL/MTELP score is missing or is below 550 or the 90th percentile respectively, an international student will be tested for English language proficiency before being allowed to register.

### Guidelines for registration

1. Students who score below 500 on the TOEFL or 80th percentile on the MTELP will register only for English as a Second Language courses through the American Experience and Language Program, even though accepted into degree-seeking programs.
  2. Students who score between 500 and 550 on the TOEFL or the 80th percentile and 90th percentiles on the MTELP must register for two courses in English as a Second Language with credit and may register for two additional regular college courses. Students who perform satisfactorily in their courses may take the college English Writing Test for entrance into the English Department's college-level course, Freshman Composition. Students who are eligible for Freshman English but have not scored above 550 on the TOEFL or the 90th percentile on the MTELP will be required to register concurrently for an ESL advanced reading class until the appropriate TOEFL/MTELP score is achieved.
  3. Students who score above 550 on the TOEFL or the 90th percentile on the MTELP must take and pass the Writing Test to be placed into the English Department's college-level course, Freshman English. Students failing the Writing Test may be required to take ESL or remedial English classes.
- B. Student visa documents are furnished only after a student has been accepted by the appropriate admissions committee of the university. In harmony with United States government regulations, evidence of financial responsibility for the student's entire period of stay in the United States while pursuing a full course of study is required prior to issuance of visa documents.

C. Non-United States credentials will be evaluated in harmony with the most recent available information from the American Association of Collegiate Registrars and Admission Officers, the National Association of Foreign Student Advisors, the Department of Education of the General Conference of Seventh-day Adventists, previous in-house evaluations, the current practices of other Seventh-day Adventist and/or local and national accredited institutions of higher learning. Equivalencies, course-by-course, will be assigned where necessary, taking into consideration the student's projected plan of study.

d. The university requires a minimum EI of 3000 using the SAT I or 714 using the ACT for regular admission status.

01. Applicants with an EI of 3300 and above will be considered to be academically fully qualified for admission.

02. Applicants with an EI of 3000 to 3299 may be required to submit additional supporting materials, including personal letters of recommendation from guidance counselors and teachers.

03. Notwithstanding their having an EI of 3000 or higher, applicants with an SAT I combined score below 800 (or an ACT score below 17) or a GPA below 2.75 on "a-g" and "h" courses must submit personal letters of recommendation from guidance counselors and teachers.

04. The university reserves the right to accept or deny applicants regardless of their EI.

### 3.3 Admission Requirements

La Sierra University reserves the right to admit only those students whom the university determines are likely to benefit from an extensive educational experience on a Christian campus.

#### A. Undergraduate Programs

For specific details, see the Undergraduate Bulletin.

##### 1. First-time freshmen

###### i. Admission by Eligibility Index

a. The regular admission of first-time freshmen is based on an Eligibility Index (EI) that is calculated using two data points:

01. The high school Grade Point Average (GPA) in selected courses known as the "subject requirements, as used by the California State University and the University of California systems. (Applicants from Seventh-day Adventist high schools may include required religion courses as an" subject requirement.)

02. The scores on the SAT I or ACT tests.

###### b. The EI is calculated by

01. Multiplying the GPA by 800 and adding the total scores on the SAT I or

02. Multiplying the GPA by 200 and adding ten times the composite score from the ACT.

c. To be eligible for an EI calculation an applicant must

01. Submit scores on the SAT I or ACT tests,

02. Have no "a-g" subject requirements missing, and

03. Have a GPA of at least 2.00.

###### ii. Admission by exception

a. Applicants who have an EI below 3000 (714 with ACT) or who are not eligible to have an EI calculated may be considered for admission by exception.

b. These applicants must submit additional supporting materials such as letters of recommendation from teachers and/or guidance counselors, a personal statement describing achievements and academic goals, etc. A personal or telephone interview may be required.

c. The university reserves the right to accept or deny applicants regardless of their EI or lack thereof.

##### 2. Transfer students

i. In addition to following all regular requirements for consideration for admission, an applicant for undergraduate admission by transfer from another college or university must file complete official transcripts of all studies taken at both secondary and postsecondary levels with the Office of Admissions. However, an applicant who has been awarded an Associate of Arts degree or an Associate of Science degree by a regionally accredited college or university or who has completed at least 88 quarter units or equivalent of transferable college-level coursework from a regionally accredited college or university will not be required to submit secondary level (high school) transcripts.

- ii. A cumulative GPA of C (2.00) is required on all college-level courses.
- iii. An applicant submitting fewer than 12 quarter units (or equivalent) of transferable coursework is considered as a first-time freshman.

3. Unspecified, non-degree students

- i. Non-degree/non-certificate undergraduate: A student who is allowed to take coursework without being accepted into a degree or certificate program.
- ii. Non-degree/non-certificate post baccalaureate: A student who has a baccalaureate degree is allowed to take coursework without being accepted into a degree or certificate program.
- iii. International students who do not meet university admission requirements for degree-seeking programs are eligible to enter the American Experience and Language Program as non-degree students to register only for English as a Second Language courses with no credit towards a degree.

B. ACCESS (Evening Adult Degree Program): Students admitted through the Division of Continuing Studies

- 1. are at least 25 years of age.
- 2. have obtained at least 44 transferable quarter units if applying for the associates degree.
- 3. have obtained at least 88 transferable units if applying for the baccalaureate degree.

C. Graduate Programs

Admission to La Sierra University graduate programs is selective. Thus, the specific qualifications of each applicant will be evaluated in relation to those of other applicants, with the goal of enrolling the strongest group of applicants possible for each program while meeting the program's capacity.

1. Review of applications

The academic program to which a candidate for admission has applied will review the materials submitted in support of the candidate's application. It may choose to do so only when the application is complete, or at any prior stage. At the discretion of the admitting program, a candidate for admission may, after having applied for the first time, be:

- i. granted regular admission;
- ii. granted provisional admission; or
- iii. denied admission

2. Regular admission

A candidate who is appropriately competitive for a given degree program will be regularly admitted to the program. The candidate's competitiveness will be assessed in accordance with the following provisions.

- i. English language proficiency. The ability to read, write, and speak English proficiently is a requirement for regular admission for all students. A student for whom English is a foreign language may ordinarily be admitted to a graduate program only after having earned a score on the Michigan Test of English Language Placement or the Test of English as a Foreign Language which equals or exceeds a minimum set by the relevant discretion of the program, but only if she or he has successfully completed at least one year of a regular program of study:
  - a. conducted in English at a college or university in an English-speaking country;
  - b. applicable to a baccalaureate or higher degree; and
  - c. otherwise acceptable to the admitting program.
- ii. Regular admission to an academic master's degree program. A student who is offered regular admission to an academic master's degree program should, at minimum:
  - a. have given evidence of the capacity to perform in the relevant degree program at an appropriately competitive level, ordinarily in the course of completing an accredited baccalaureate degree in the United States or its equivalent; and
  - b. have provided additional evidence of the capacity for satisfactory academic performance by:
    - 01. performing at a suitably competitive level on an appropriate standardized admission examination, which must have been taken before the beginning of the candidate's enrollment in the program; or



02. completing a recognized professional certification or appropriate academic qualification deemed acceptable by the relevant program. An appropriate academic qualification may be an academic or professional master's degree, an EdS, a terminal professional degree, or a doctorate awarded by a regionally accredited college or university in the United States or its equivalent.
- iii. Regular admission to a professional master's degree program. A student who is offered regular admission to a professional master's degree program should be a competitive applicant for admission to the program.
- a. At minimum, the candidate should have given evidence of the capacity to perform in the relevant degree program at an appropriately competitive level, ordinarily in the course of completing an accredited baccalaureate degree in the United States or its equivalent. Exceptions may be permitted in light of professional accreditation standards.
- b. The admitting program may also require such a student to have provided additional evidence of the capacity for satisfactory academic performance by:
01. performing at a suitably competitive level on a standardized admission examination, which must have been taken before the beginning of the candidate's enrollment in the program; or
  02. completing a recognized professional certification or appropriate academic qualification deemed acceptable by the relevant program. An appropriate academic qualification may be an academic or professional master's degree, an EdS, a terminal professional degree, or a doctorate awarded by a regionally accredited college or university in the United States or its equivalent.
- iv. Regular admission to a graduate program beyond the master's degree level. A candidate who is offered regular admission to a program beyond the master's degree should be a competitive applicant for admission to the program. At minimum, the candidate should:
- a. have given evidence of the capacity to perform in the relevant degree program at a suitably competitive level in the course of earning an appropriate academic qualification. This academic qualification may be:
    01. a qualification affording relevant preparation for the degree program equivalent to that offered by an accredited baccalaureate degree in the United States; or
    02. a post-baccalaureate degree regarded as acceptable by the admitting program; and
  - b. have demonstrated the capacity for satisfactory academic performance in one of the following ways:
    01. performing at an appropriately competitive level on a standardized admission examination, which must have been taken before the beginning of the candidate's enrollment in the program; or
    02. earning a terminal professional degree or the equivalent, or a doctorate, from a regionally accredited college or university in the United States, or its equivalent.
  - v. Other admission factors. In addition to those already identified, admitting programs may consider a variety of other factors when determining whether to admit applicants. A program may require any of these of every applicant, of selected applicants, or of none, provided the criteria for selection are reasonable, clearly specified, and reported to the Graduate Council. An illustrative list of the factors which could be considered might include:
    - a. successful performance in an interview;
    - b. completion of a specified academic degree or degrees;
    - c. submission of a personal statement that satisfactorily documents the candidate's reasons for wishing to engage in graduate study and capacity to communicate in writing;
    - d. completion of relevant professional experience;
    - e. submission of one or more letters of recommendation satisfactorily documenting skills, abilities, experiences, and personal qualities on the part of the candidate which are indicative of likely success in graduate study; and

- f. satisfactory performance on a supervised writing exercise.

### 3. Provisional admission

- i. A candidate for admission may be granted provisional admission status if there are questions about the candidate's fitness for graduate study that can best be answered by allowing the candidate to complete a limited number of graduate-level units on the basis of which the candidate's suitability for admission can be assessed. This assessment will take place on a time-line to be determined by the admitting program and indicated, along with any requirements for transition to regular status, in the letter indicating the candidate's provisional admission status.
- ii. A student provisionally admitted to an academic graduate program may enroll in a maximum of twelve units. A student provisionally admitted to a professional graduate program may enroll in a maximum of sixteen units. In either case (with program approval) the relevant number of units may be completed over the course of more than one quarter. After enrolling for this number of units as a provisionally admitted student, a student must gain regular admission before enrolling for more units.
- iii. After having completed the number of units specified in her or his letter of admission, a provisionally admitted student will be evaluated by the relevant admitting program. (The program may also evaluate the candidate before this point, either tentatively or finally.) Once the maximum number of units has been completed, the program may decide either to admit the candidate to regular standing or to dismiss the candidate from the program; the candidate may not continue in the program on a provisional basis.
- iv. A student who has been admitted to a degree program on a provisional basis and who has subsequently been denied regular admission may reapply to the program only with its permission.

### 4. Denial

A candidate who is not appropriately competitive for admission to a given degree program will be denied admission to the program. A student who has been denied admission to a curriculum leading to a given degree may reapply for admission to the curriculum only with the permission of the program offering the degree.

### 5. Review of admission practices by the Graduate Council

- i. Each quarter, every admitting program will submit to the Graduate Council a written report, using a form supplied by the Council, regarding:
  - a. its admission decisions;
  - b. the qualifications of its applicants;
  - c. its admission standards;
  - d. any exceptions made to program-specific or university admission policies;
  - e. the progress of each student granted provisional admission status; and
  - f. any other admission-related matters specified by the Council.
- ii. An annual summary of these reports will be made by the Graduate Council to the provost and the Faculty Senate.

## 3.4 Required Documents

A student who has earned credit elsewhere is allowed the first quarter of enrollment within which to submit the official documentation that is expected by the Admissions Office. Subsequent enrollment is contingent upon the previous submission of documents. Transcripts are considered official only when received by the admissions officer directly from the records office of the attended institutions, and in one of the formats approved by La Sierra University.

## 3.5 Registration

- A. Undergraduate and Non-degree Registration Procedures: Students must be admitted to the university through the Office of Admissions. Registration must be done by the individual. The desired classes are assured if the student has:
  - 1. received a printed, signed verification from the Office of the Registrar. This verification only guarantees the right of registration if the student has the appropriate prerequisites and classes are not discontinued by the dean.
  - 2. completed the registration process by:
    - i. obtaining his/her advisor's signature approving class selection.
    - ii. obtaining, as indicated, all appropriate clearances.
    - iii. filing an approved Application for Graduation with the Office of the Registrar within the first two weeks of the third term prior to the expected date of completion.

3. obtained Student Financial Clearance by the date specified in the Course Schedule. Should financial clearance not be completed by the date specified in the appropriate Course Schedule the class registration will be dropped and the registration process must begun again.
- B. Graduate Registration Procedures: Students must be admitted to the university through the Office of Admissions. Registration must be done by the individual. The procedures for graduate registration are determined by the individual schools with approval of the Graduate Council and with the facilitation of the Office of the Registrar.
- C. Students who are permitted to register for a course after classes have begun are late registrants and, if an undergraduate student, is charged a late registration fee. Late registration requires the permission of the instructor(s) of the course being entered. The last day to add a class is the sixth class day or Monday of the second week of the quarter, whichever comes first; the summer quarter being an exception.
- D. After the last day to officially register, persons are not permitted to attend a course without being registered for that course.
- E. The deadline for changing the number of units in a variable unit course is 14 calendar days before the final examination week.
- F. Students during the registration process and with the consent of the instructor may opt to audit certain courses but not participate in any laboratory experience which may be part of the course requirements; in this case the transcript carries the designation AU. This option does not include a predominantly laboratory experience course (see II:6.2).
- G. Registration for a course may be withdrawn during the first fourteen calendar days of any quarter or the first seven calendar days of a summer session and is not recorded if the student files the appropriate form with the Office of the Registrar prior to the cut-off date. (See II:6.2 for policy concerning a student's permanent record if withdrawal occurs after that date.)

### 3.6 Student's Official Name

- A. The official name for a student is the name the student submits on the original application for admission to the university. The Office of the Registrar will monitor the corrections and obtain names for initials submitted (at registration).
- B. The official name of a student may be changed during attendance at La Sierra University by submitting a "Change of Data" form to the Office of the Registrar or by making the appropriate change on the registration form. Documentation may be required.
- C. A maiden name (where applicable) may be incorporated as a part of a student's official name.

The above name as recorded in the student's record will be used for all university records such as:

- Registration forms
- Grade reports
- Transcripts
- Graduation program
- Diploma or Certificate of Completion of Graduation

# Academic Status

4.1	Academic Status
4.2	Student Level, Undergraduate
4.3	Student Level, Graduate
4.4	Graduate Assistants and Fellows
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## 4.1 Academic Status

- A. **Regular Status:** a student who has met all entrance requirements as listed in the university Bulletin and registers for a standard course of study leading toward a degree or certificate in one of the schools of the university.
- B. **Provisional Status:** a student who has been accepted for admission but has not yet received regular status, either because of qualitative or quantitative deficiencies in academic record.
- C. **“ESL”:** a student who lacks documentation for English competency or who has received substandard scores therein. Appropriate placement depends upon the results of in-house testing.
- D. **“ESL Only”:** a student who is permitted to register only for ESL courses through the American Experience and Language Program.
- E. **Non-degree Status:** a student who has not been admitted to a degree or certificate program but who is registered for selected courses in one of the schools of the university.
- F. **Continuing Education (CE) Status:** a student who is registered for only a continuing education program.

## 4.2 Student Level, Undergraduate

- A. **Freshman 1:** a postsecondary student who has earned fewer than 14 quarter units.
- B. **Freshman 2:** a student who has completed at least 14 but fewer than 44 quarter units.
- C. **Sophomore:** a student who has completed at least 44 but fewer than 88 quarter units.
- D. **Junior:** a student who has completed at least 88 but fewer than 136 quarter units.
- E. **Senior:** a student who has completed at least 136 or more quarter units.

## 4.3 Student Level, Graduate

- A. **Credential:** a student who has completed a baccalaureate degree and is working toward a credential.
- B. **Master’s:** a student who has completed a baccalaureate degree and is enrolled in a program leading to a Master’s degree.
- C. **Specialist in Education:** a student who has completed a Master’s degree or its equivalent and is enrolled in a program leading to the Specialist in Education degree.
- D. **Doctorate:** a student who has completed a Master’s degree or its equivalent and is enrolled in a program leading to a doctoral degree.

## 4.4 Graduate Assistants and Fellows

- A. **Graduate Assistant:** a student who provides specified services to a department of the university and is granted a stipend upon recommendation of the department and approval of the dean of the school. The maximum stipend is the amount paid to a technician for comparable work, but a graduate assistant may also be granted a full or partial remission of tuition.
- B. **Graduate Fellow:** a student who is granted a stipend and/or a remission of tuition, upon recommendation of the department and approval of the dean of the school, without required services.
- C. **Postdoctoral Fellow:** a person at La Sierra University who is engaged in further scholarly activity under supervision but not leading to a degree.

The appointment procedures are as follows:

1. the mentor, who must be a university faculty member, selects the postdoctoral fellow.
2. the department chair and/or program director approves the appointment, using criteria developed in the department’s school. Student classification does not apply.

## 4.5 Course Load

- A. **Full time Student:** an undergraduate student who is registered for at least 12 units per quarter, or a graduate student who is registered for at least 8 units per quarter.
- B. The fractions of a load for part-time students (1/4, 1/2, 3/4) are based on 12 quarter units for undergraduate and 8 for graduate.
- C. The normal course load, including all courses for which a student may be registered at this or another institution,

is 16 quarter units for an undergraduate student, and 12 quarter units for a graduate academic student and 12-15 quarter units for a graduate professional student, depending on the particular program. Undergraduate students with exceptional ability may, but only with the approval of the dean of their school, register for more than 18.5 units. A student on academic probation is subject to a reduced course load.

D. A person not enrolled in regular classes but occupied in self-study projects (such as research, dissertation, thesis, externship, internship, clerkship, field project, or in classes carrying 0 units of academic credit) is classified as a student by filing a validation form every quarter at registration, and the academic work load is counted as follows: full load is a minimum of 36 clock hours/week; three-quarter load is a minimum of 27 clock hours/week; one-half load is a minimum of 18 clock hours/week; one-quarter load is a minimum of 9 clock hours/week.

## 4.6 Academic Probation and Disqualification

### A. Acceptable Academic Progress

1. For the undergraduate student acceptable academic progress is considered to be:

- i. the maintenance of a cumulative grade point average (GPA) of 2.00 or better and a term grade point of at least 1.00.
- ii. the completion of all requirements for a degree within eight years.

2. For the graduate student acceptable academic progress is considered to be:

- i. the removal of all prerequisites and deficiencies during the first quarter of attendance as determined by dean at enrollment.
- ii. the maintenance of a GPA of at least 2.70 for academic programs and 2.00 for professional programs.
- iii. the completion of the conditions of residency.
- iv. the maintenance of continuous registration from advancement to candidacy to the awarding of the degree.
- v. the completion of all requirements for a degree within five years from date of admission for masters programs and within seven years from the date of admission for the educational specialist or the doctorate.

### B. Consequences of Failure to Make Acceptable Academic Progress

1. An undergraduate student failing to make acceptable academic progress is subject to restrictions (as determined by the dean of his or her school or college) on enrollment status and university-related

activities as follows:

- i. **Academic Warning:** A student whose cumulative and La Sierra GPA remains at 2.00 or higher but whose quarter GPA falls between 1.00 and 1.99 is placed on academic warning and will receive a letter indicating this status. Students in this category are considered to be in regular standing.
- ii. **Academic Probation:** A student whose cumulative and/or La Sierra GPA falls below 2.00 or whose quarter GPA falls below 1.00 is placed on Academic Probation the next quarter. A student on Academic Probation is subject to a restricted course load and to restrictions on participation in university activities requiring off-campus travel (musical, dramatic, athletic, recruiting, etc.) and is expected to work with university entities (Learning Center, advisors, counseling, etc.) who can supplement the educational experience in order to improve the student's academic performance. A student may not be on Academic Probation for more than one quarter consecutively.
- iii. **Critical Academic Probation:** A student on Academic Probation who fails to raise his or her cumulative and La Sierra GPA to 2.00 or above or who earns a quarter GPA below 1.00 is placed on Critical Academic Probation with restrictions on course load, on participation in university activities requiring off-campus travel, and on time devoted to work and other personal non-academic activities. The student will have a contract with the dean stipulating a working relation with university entities (Learning Center, advisors, counseling, etc.) who can supplement the educational experience in order to improve the student's academic performance.
- iv. **Academic Disqualification:** A student on Critical Academic Probation who does not raise his or her cumulative and La Sierra GPA to 2.00 or above or who earns a quarter GPA below 1.00 during the quarter of Critical Academic Probation or a student admitted Provisional (One Quarter Basis) who fails to fulfill his or her admission contract is placed on Academic Disqualification. The Office of Admissions is so notified. The student is not permitted to register for further coursework at the university without readmission. A student on Academic Disqualification wishing to return to La Sierra University must show evidence of academic improvement by taking at least 24 quarter units of transferable college coursework from another institution of higher learning, earning a C (2.00) or better in each course making up the 24 units, raising his or her cumulative GPA

to 2.00 or above, and completing any remedial requirements in English and/or mathematics.

A student who has fulfilled the expectations above may apply for readmission through the Office of Admissions. Non-degree status at La Sierra University is not available during this time of disqualification. A student who is Academically Disqualified for a second time will not be readmitted to the university.

2. A graduate student failing to make acceptable academic progress is subject to restrictions (as determined by the dean of his or her school or college) on enrollment status as follows:

- i. **Academic Probation:** A student whose GPA for any term falls below 2.70 for academic programs or 2.00 for professional programs is placed on Academic Probation the next quarter and is subject to a restricted course load.
- ii. **Academic Disqualification:** A student on Academic Probation who fails to raise the current quarter GPA to 2.70 or better for academic programs or 2.00 or better for professional programs is placed on Academic Disqualification, and the Office of Admissions is so notified. The student will not be allowed to register the next quarter.

To be readmitted after a period of Academic Disqualification, the student must reapply through the Office of Admissions.

A student who is Academically Disqualified a second time will not be readmitted to the university. Students failing comprehensive exams for the second time are Academically Disqualified and will not be readmitted to the program. The Office of Admissions is so notified.

## 4.7 Academic Integrity and Honesty

*(Revised version voted by the Board of Trustees: May 12, 2011)*

La Sierra University is committed to education for character, community, and culture. Embracing the principles of academic integrity is an important part of that commitment and provides a vital foundation for this community of scholars and its larger society. The following guidelines define academic integrity and establish a process to restore the community when violations occur. The university believes that education is fundamentally a place for scholars to work, learn, and grow in an atmosphere of trust and appreciation while providing fair and just corrective procedures to deal with those who breach such trust. Details of this policy, including examples of violations and specific consequences, may be found in such places as the university bulletins and the Student Handbook.

### A. Academic Integrity Statement

All members of the community of scholars (students, faculty, and other employees) at the university must agree to the following Academic Integrity Statement:

I will act with integrity and responsibility in my activities as a La Sierra University student, faculty member, or employee. I will not participate in violations of academic integrity, including plagiarism, cheating, or fabricating information. I will not stand by when others do these things. I will follow the academic integrity policy.

### B. Academic Integrity Committee

The Academic Integrity Committee (AIC), composed of students, faculty, and staff, has the responsibility of promoting academic integrity on campus, investigating and adjudicating appeals and violations, and issuing reports of its decisions to the appropriate campus administrators.

### C. Violations of Academic Integrity

Violations of academic integrity include behaviors such as the following:

#### 1. Plagiarism

Plagiarism occurs when a writer appropriates another's ideas without proper acknowledgement of the source or uses another's words without indicating that fact through the use of quotation marks.

#### 2. Cheating

Cheating is the use of unauthorized materials, information, or study aids in an academic exercise as well as collusion in visual or oral form.

#### 3. Fabrication

Fabrication is the falsification or invention of any information or citation in an academic exercise. This includes lying to any member of the campus community.

#### 4. Facilitating Academic Dishonesty

The facilitation of academic dishonesty occurs when someone knowingly or negligently aids others or allows her or his work to be used in a dishonest academic manner. Such a person is as guilty of violating academic integrity as the recipient.

### D. Levels of Academic Dishonesty and Consequences

In cases where academic integrity is violated, there are multiple goals that must be balanced: The desire to ensure consequences that will preserve the integrity of the community of scholars; the hope that the violation can be an opportunity for those involved to learn honesty, respect, and responsibility; and the desire to allow for forgiveness and restoration. The

following classifications are used as rules of practice for faculty, administration, staff, and the AIC in balancing these goals. The general descriptions of the levels apply to violations of academic integrity for students. Consequences for violations of academic integrity will be proportionate to the level of violation, with Level Four violations generally resulting in dismissal.

#### 1. Level One

Level One violations involve a small fraction of the total course work, are not extensive, and/or occur on a minor assignment. Cases involving Level One are primarily viewed as teaching opportunities and are therefore to be handled by the instructor or staff member in consultation with the instructor's Department Chair or, where appropriate, Program Director and the student and subsequently reported to the AIC chair. In cases where no resolution is reached, the instructor or student may refer the case to the AIC. Students may appeal the decision of the AIC to the Discipline Committee to the Judicial Committee.

#### 2. Level Two

Level Two violations are characterized by dishonesty of a more serious nature or by dishonesty that affects a more significant aspect or portion of the course work. Cases involving Level Two are still primarily viewed as teaching opportunities and are therefore to be handled by the instructor or staff member in consultation with the instructor's Department Chair or, where appropriate, Program Director and the student and subsequently reported to the AIC chair. In cases where no resolution is reached, the instructor or student may refer the case to the AIC. Students may appeal the decision of the AIC to the Judicial Committee."

#### 3. Level Three

Level Three violations include dishonesty that affects a major or essential portion of work done to meet course requirements, or involves premeditation. All cases involving Level Three violations should be discussed with the instructor's Department Chair or, where appropriate, Program Director and reported to the AIC, which will hold a hearing. Students may appeal the decision of the AIC to the Judicial Committee.

#### 4. Level Four

Level Four violations represent the most serious breaches of intellectual honesty. All such cases should be discussed with the instructor's Department Chair or, where appropriate, Program Director and reported to the AIC, which will hold a hearing. Students may appeal the decision of the AIC to the Judicial Committee.

## 4.8 Student Academic Appeals

A student who believes that he or she has been academically unfairly treated or disciplined may enter into an academic appeal process as set forth below.

### A. General Considerations

1. An academic decision is one regarding such things as a grade on an assignment or in a course; academic standing; or eligibility to participate in an academic program or to receive an academic honor, certificate, or degree.
2. An academic decision may be posted in several ways, e.g., the return of a graded assignment or exam, the response to a request for variance, the posting of course grades on the university website, or the delivery of a certified letter.
3. The appeal of an academic decision must claim one or more of the following or similar reasons for the alteration of an academic decision:
  - i. The decision rests on an inaccurate factual claim.
  - ii. The decision rests on a misinterpretation of a university policy.
  - iii. The decision rests on an inconsistent application of a university policy.
  - iv. The decision flows appropriately from a general university policy, but there is good reason in the particular case in question to grant an exception to this policy.
4. Where an appeal claims a factual inaccuracy or challenges the interpretation or application of a university policy, it is the responsibility of the student to demonstrate that the decision was clearly in error or that the entity that made the decision abused its discretion. It is also the responsibility of the student to comply fully with all aspects of the appeals process, including providing information in a timely fashion as requested by each entity hearing an appeal.
5. A student who wishes to appeal an academic decision must do so within fifteen school days (defined as the days within academic terms) after the decision is posted. The appeal must be in writing and should note which specific reason(s), as outlined in (2) above, the student claims in support of the appeal for an alteration of the earlier decision. The student should attach all available supporting documentation and should, if appropriate, identify persons who can provide evidence relevant to the appeal.

### B. Steps for appealing a decision initially made by an instructor regarding a particular course:

1. **Step One:** The student shall first discuss the decision with the instructor in an informal conference immediately after its occurrence but no later than fifteen school days after the decision is posted.

2. Step Two: If the student is dissatisfied with the results of Step One, he or she may submit a written appeal to the department chair and/or program director whose department and/or program offers the particular course within fifteen school days of the conference accomplished in Step One. The department chair and/or program director in consultation with the instructor shall reply in writing within fifteen school days of receipt of the written appeal and shall state and affirm the decision, modify the decision, or overturn the decision based on information received subsequent to the conference. This reply will be reported to all persons currently involved—the student and the instructor—and will be filed in the permanent files of the department and/or program.
3. Step Three: If the student is dissatisfied with the results of Step Two, he or she may submit a written appeal of the decision from Step Two within fifteen school days of receipt of the written decision of Step Two to the next higher authority as follows. If the department or program from Step Two is housed within a school, the next higher authority is the dean of the school. If the program from Step Two is not housed within a school (e.g., University Studies or Honors Program), the next higher authority is the Office of the Provost. The dean or the Office of the Provost must consider the student's claims carefully. When the interests of justice so require, the dean or the Office of the Provost may decide to convene an appeal panel to review the appeal and report on its merit.
  - i. If a panel is convened, the panel will comprise three faculty members: one chosen by the student, one chosen by the instructor, and one—who will function as the panel chair—chosen by the dean or the Office of the Provost. The appeal shall be considered at a meeting of the appointed panel. This shall be commenced within fifteen school days following receipt of the appeal by the dean or Office of the Provost. The panel shall report to the dean or the Office of the Provost within fifteen school days of its initial meeting. The dean or the Office of the Provost shall reply to the student in writing within fifteen school days of receiving the panel's report and shall state the decision of Step Two and affirm, modify, or overturn the decision.
  - ii. If a panel is not convened, the dean or the Office of the Provost shall reply in writing within fifteen school days of receiving the appeal and shall state the decision of Step Two and affirm, modify, or overturn the decision.

The decision of the dean or the Office of the Provost is final. The reply generated in (i) or (ii) above will be reported to all persons currently involved—

the student, the instructor, the department chair and/or program director, the dean, the dean's Executive Committee, and, if convened, the panel members. The reply must also be reported to other campus entities as appropriate (e.g., the Office of the Registrar, the Office of Admissions, and the Office of Student Life). This reply will be filed in the permanent files of the department and/or program and the office of the dean or the Office of the Provost.

- C. Steps for appealing a decision initially made within the office of the dean of a school:
  1. Step One: The student shall first discuss the grievance decision with the dean in an informal conference immediately after its occurrence but no later than fifteen school days after the decision is posted.
  2. Step Two: If the student is dissatisfied with the results of Step One, he or she may submit a written appeal to the Office of the Provost within fifteen school days of the conference, accomplished in Step One. The Office of the Provost must consider the student's claims carefully. When the interests of justice so require, the Office of the Provost may decide to convene an appeal panel to review the appeal and report on its merit.
    - i. If a panel is convened, the panel will comprise three faculty members: one chosen by the student, one chosen by the dean, and one—who will function as the panel chair—chosen by the Office of the Provost. The appeal shall be considered at a meeting of the appointed panel. This shall be commenced within fifteen school days following receipt of the appeal by the Office of the Provost. The panel shall report to the Office of the Provost within fifteen school days of its initial meeting. The Office of the Provost shall reply to the student in writing within fifteen school days of the receipt of the panel's report and shall state the decision of Step One and affirm, modify, or overturn the decision.
    - ii. If a panel is not convened, the Office of the Provost shall reply in writing within fifteen school days of the receipt of the appeal and shall state the decision of Step One and affirm, modify, or overturn the decision.

The decision of the Office of the Provost is final. The reply generated in (i) or (ii) above, will be reported to all persons currently involved—the student, the dean, the dean's Executive Committee, and, if convened, the panel members. The reply must also be reported to other campus entities as appropriate (e.g., the Office of the Registrar, the Office of Admissions, and the Office of Student Life). This reply will be filed in the permanent files of the offices of the dean and the Office of the Provost.



# Academic Credit

5.1	Unit of Credit
5.2	Course Numbers
5.3	Limits on Application of Course Units
5.4	Waiver of a Requirement
5.5	Credit for Instruction Not on Campus
5.6	Enrichment Programs
5.7	Transfer Credit
5.8	Credit by Examination
5.9	Dual or Shared Credit
5.10	Directed Independent Study
5.11	Credit for Prior Experiential Learning
5.12	Advanced Standing for Undergraduate Seniors

## 5.1 Unit of Credit

- A. Credit is granted in terms of the quarter unit, which represents a minimum of 10 hours of university-level instruction during a quarter plus a reasonable period of time outside of instruction (the requirement is 100 minutes preparation/homework for every 50 minutes of class) in preparation for planned learning experiences (such as the requisite study, preparation for instruction, study of course material and practices); or a minimum of 25-30 laboratory hours or its equivalent in pre- and/or post-laboratory studies. One hour of class time is defined as 50 minutes of actual class time not counting breaks. A break is expected for any class period longer than 100 minutes.
- B. In certain courses the units of credit granted are in terms of clock hours, which represent the total hours of contact for the course, usually excluding preparation time. In such courses the S/U grade will be used.

## 5.2 Course Numbers

Courses are numbered as follows to indicate the level of the course and the type of credit it carries:

	000	-	099	Remedial
	100	-	299	Lower division
	300	-	499	Upper division
*	500	-	699	Graduate
	700	-	799	Doctoral or Postdoctoral
	800	-	899	Certificate (non-credit)
**	900	-	999	Continuing education (non-credit)

\*A limited amount of graduate level courses may apply toward a baccalaureate degree provided the instructor and the dean give permission and provided the credit does not apply toward both an undergraduate and a graduate degree.

\*\*Continuing Education courses are further identified by the prefix ending in "CE."

## 5.3 Limits on Application of Course Units

- A. Remedial course units (courses numbered 000-099) do not contribute toward graduation in any major or program at the university. Grades for remedial courses will be issued, computed in the quarter grade point average, and will be used to help decide a student's suitability for continuance at the university.
- B. Credits for graduation are not granted for a beginning or introductory course which is taken after a more advanced course is completed in the same area, or for a course which is taken after another course is completed for which it is a prerequisite.
- C. No more than 16 lower division units of English as a Second Language (ENSL) may be applied toward graduation in any major or program at the university.
- D. Any graduate credit transferred to the university or taken in residence and submitted toward a graduate degree is nullified seven years from the date when the course was completed.
- E. Courses with a grade below C do not fulfill undergraduate major or cognate requirements.
- F. Courses applied to graduate degrees.
  1. Courses with a grade below B do not fulfill graduate degree requirements.

## 5.4 Waiver of a Requirement

A student may request the waiver of a requirement if a prior course or experience fulfills the requirement but does not qualify for transfer of credit. An examination may be required.

- A. Waiver examinations are not given for courses assigned remedial course numbers nor for courses that have been attempted for credit or have been audited.
- B. The minimum passing performance must be the equivalent of a C (2.00) grade for undergraduate and graduate professional courses and a B- (2.70) for graduate academic courses (see II:6.1).
- C. Requests to waive a requirement are made to the dean and department of the school offering the course, and if applicable, to the dean of the student's school of residence. The requests must be petitioned before the final quarter of residence.
- D. The maximum amount of coursework that may be waived is determined by the Undergraduate Academic Council or the Graduate Academic Council, as appropriate.
- E. A waiver does not reduce the credit hour or residency requirements.

- F. A waiver examination does not carry academic credit and may not be repeated.
- G. The testing fee for a waiver examination is listed in the university Bulletin.

## 5.5 Credit for Instruction Not on Campus

Courses offered in an off-campus or extended campus setting, or for an extended degree program that carry the same prefixes as do the regular on-campus courses, are applicable toward degree requirements.

## 5.6 Enrichment Programs

Some workshops or courses may not qualify for academic credit, as determined by the school (see II:2.2C).

## 5.7 Transfer Credit

Transfer Credit is defined as credit earned at: (1) another United States institution accredited with a regional association, or (2) credit earned at an institution accredited by the Seventh-day Adventist denomination, or (3) credit earned at a foreign institution chartered and authorized by its government (see II:3.2C).

The university may require a written, oral, or practical examination in any course for which transfer credit is requested. In such cases, an examination fee may be required.

La Sierra University generally does not accept from unaccredited institutions (a) credit for transfer towards a degree or (b) a degree as a basis for admission. Exception guidelines must be approved by the Undergraduate Academic Council or the Graduate Academic Council, as appropriate.

### A. Undergraduate Transfer Credit

#### 1. For All Students

- i. The amount and content of transfer credit toward degree requirements is determined by the appropriate academic department.
- ii. Credit is accepted from a professional school only if the school is recognized by its regional or national accrediting organization, and if the work is substantially equivalent or essentially relevant to courses offered at La Sierra University.
- iii. Credit for students at an Armed Forces school and/or for examinations such as DANTES or ACT-PEP is granted according to recommendations of the American Council on Education (see II:5.7a.7 for pass levels for examinations of the College Level Examination Program).
- iv. Courses at an unaccredited college or a college outside the United States will not be finally evaluated until the student has earned 12 units of credit at La Sierra University with a minimum grade point average of 2.00.

v. Credit is granted for scores of 3, 4, or 5 on Advanced Placement (AP) examinations taken while enrolled in secondary school and submitted by the College Entrance Examination Board. The amount of credit assigned is determined for each examination by the Office of the Registrar in consultation with the appropriate academic department.

vi. Credit, up to a maximum of 32 units, is granted for scores submitted by the College Entrance Examination Board for certain of the examinations of the College Level Examination Program (CLEP) as follows:

a. general examinations passed with each subscore at or above the 65th percentile earn 4 units of credit for each subscore reported, except that credit is not granted for the general examination in English or mathematics.

b. subject examinations passed at or above the 50th percentile. The amount of credit given may vary according to the examination(s) taken. For an examination covering the material included in a one-quarter course, the amount of credit is normally 4 units; for an examination covering the material included in two quarters of classes, it is normally 8 units.

c. a list of examinations in which course credit may be given is determined by the Undergraduate Academic Council and maintained in the testing services office and the Office of the Registrar.

vii. Remedial courses are not applicable toward a degree from La Sierra University and are not calculated in a student's cumulative grade point average.

#### 2. For Degree-Seeking Students

- i. Students who have accumulated more than 185 credits must have declared a degree major.
- ii. A maximum of 185 transfer credits will be accepted from courses applying to the major and general education requirements. Remaining credits to meet the 185-unit limit will be filled with free elective courses, starting with the most recent classes from the transcript.
- iii. Exceptions to this policy will be considered by the Academic Variance Committee.

### B. Graduate Transfer Credit

- 1. For acceptance as transfer credit, courses must not have been previously applied to another degree program or curriculum. Exceptions in the case of combined programs must be approved through the Graduate Council.

2. Transfer credit may reduce the minimum requirements for credit units for a degree earned at La Sierra University; however, the requirement of at least the equivalent of three quarters of the normal course load, as defined by II.4.5 (c), to be earned at La Sierra University is not to be altered. The maximum number of transfer credits toward an academic master's degree is the equivalent of 9 quarter units. The maximum number of transfer units acceptable for a professional Master's degree or a degree above the Master's level is determined by the school offering such a degree.
3. A minimum grade of B- (2.70) is required for each course accepted for transfer credit to graduate academic programs and a grade of C (2.00) for each course accepted for transfer credit to graduate professional programs.
4. Transfer-credit courses must be equivalent to courses appropriate to degree requirements as specified in the university Bulletin.
5. Transfer credit is not applicable if the coursework was completed more than seven years prior to registration for graduate work at La Sierra University.
6. Extension credits earned at another accredited institution are not accepted for transfer credit unless accepted toward a degree at the originating institution and approved by the appropriate academic department at La Sierra University.

## 5.8 Credit by Examination

For certain courses offered by the university a student may earn credit by passing an equivalency examination administered by the appropriate school and department. Such an examination is at least equal in scope and may be difficult to a final examination in the course and may include materials supplied by CLEP or other agencies.

- A. Equivalency examinations are not allowed for courses assigned remedial course numbers nor for courses that have been attempted for credit or have been audited.
- B. A currently enrolled student desiring credit by equivalency examination petitions the dean of the school offering the course and, if applicable, the dean of the student's school of residence and, upon approval, pays a testing fee as specified in the university Bulletin.
- C. A grade of S (Satisfactory) is given only after the student has completed one quarter or the equivalent at La Sierra University, and has earned 12 units of credit with a grade point average of at least 2.00 in undergraduate or graduate professional courses or 2.70 in graduate academic courses.

- D. Units earned by equivalency may not be used as part of the enrolled load.
- E. Equivalency examinations must be taken before the beginning of the final quarter of residence.
- F. The maximum amount of credit that may be earned by equivalency examination is limited to a maximum of 32 quarter units.

## 5.9 Dual or Shared Credit

Academic credit from a course applied to two degrees in a conjoint or combined relationship in La Sierra University is defined as dual or shared credit (see II:2.3, 4).

- A. In doctoral and master's degrees in different disciplines and in conjoint or combined relation, dual or shared credit should not exceed 18 units. Three units of religion may be a part of the shared or dual credit. Amounts greater than this may be granted upon petition to the Graduate Council.
- B. The usual policies related to acceptable grades and grade averages apply to dual or shared credit.

## 5.10 Directed Independent Study

- A. Directed Independent Study is designed to accomplish the following objectives:
  1. To provide opportunities for students to have special academic experiences beyond those offered in the University's regular curriculum. Courses appearing in the University Bulletin shall be taken under their designated course number as opposed to the course number of a Directed Independent Study course.
  2. To ensure supervision by a faculty member with expertise in the area of study.
  3. To facilitate evaluation according to specific goals prescribed in a document of agreement, which minimally includes the following items.
    - i. Description of course work.
    - ii. Grading criteria.
    - iii. Number of credits to be awarded.
    - iv. Schedule of student-teacher contacts.
  4. limited to 12 quarter units of undergraduate credit, 8 quarter units of graduate credit, in degree programs.
- B. Credit for Directed Independent Study is limited to 12 units in undergraduate programs.
- C. Credit for Directed Independent Study is limited to 8 units in graduate programs.

## 5.11 Credit for Prior Experiential Learning

The following policies govern the awarding of credit for prior experiential learning.

- A. A maximum of 45 quarter units may be earned through prior experiential learning.
- B. Course credit may be granted for learning which meets the criteria for granting university credit for prior experiential learning established by the Council of Adult and Experiential Learning.
- C. Course credit may be granted only for prior experiential learning equivalent to courses at the university.
- D. Course credit granted for prior experiential learning will be recorded by department, course number, course title, and an S grade.
- E. Course credits requested must not overlap with recorded credits earned at other post-secondary institutions.
- F. Course credits requested must be applicable toward a degree.
- G. Learning must be described and documented in a formal written portfolio.
- H. The Portfolio Assessment Committee is responsible for reviewing the completed portfolio, making the final decision to grant or deny credit and with approval of the appropriate academic departments, designating the correct department, course number, course title and number of units. The members of the Portfolio Assessment Committee are nominated by the associate director of the evening adult degree program and approved by the Undergraduate Academic Council.

## 5.12 Advanced Standing for Undergraduate Seniors

A senior in an undergraduate curriculum who otherwise meets all requirements for graduate standing may be allowed to take graduate courses for graduate credit simultaneously with courses that complete bachelor's degree requirements if so registering does not constitute a load in excess of 18.5 units (see II:5.2). The total number of graduate units the student can take before being admitted to graduate study is not to exceed 8 units. The student must obtain approval of the course instructor, the dean of the school offering the course and the dean of the student's school of residence. The student then notifies the Office of the Registrar to reserve the units for graduate credit.

# Grading

6.1	Grades and Grade Points
6.2	Notations
6.3	Reporting of Grades
6.4	Change of Grade
6.5	Student Options
6.6	Repeating a Course
6.7	Transcripts
6.8	Retention of Grade Reports

## 6.1 Grades and Grade Points

The following grades and grade points are used at La Sierra University:

Grade (Points)	Undergraduate Programs		Graduate Programs	
	Major, Cognate, and Foundational Courses	Other Courses	Academic Programs	Professional Programs
A (4.00)	Outstanding performance	Outstanding performance	Outstanding performance	Outstanding performance
A- (3.70)			Very good performance	Very good performance
B+ (3.30)	Very good performance	Very good performance	*Satisfactory performance	Satisfactory performance
B (3.00)				
B- (2.70)				
C+ (2.30)	*Satisfactory performance	Satisfactory performance		*Marginal performance
C (2.00)				
C- (1.70)	Unsatisfactory performance	*Marginal performance	Unsatisfactory performance	Unsatisfactory performance
D+ (1.30)				
D (1.00)				
F (0.00)	Failure		Failure	

\*Minimum performance for which credit toward degree requirements is granted

## 6.2 Notations

**AU** Audit:

Indicating registration for attendance only, with 80 percent class attendance considered a requirement. A request to change a credit course to audit or an audit course to credit may be made no later than the fifth class of the quarter or according to the calendar of the summer session.

**AUW** Audit Withdrawal:

Given for withdrawing from the course or indicating that the 80 percent class attendance requirement was not observed.

**I** Incomplete:

Given for circumstances beyond a student's control, and only if at least 75 percent of the coursework has been completed. A student requests an I grade from the instructor by completing a Petition to Receive an Incomplete Grade Form which includes the reason for the request. It is the student's responsibility to request the signature of the instructor and the department chair and/or program director or dean and, if granted, leave the form with the instructor. The instructor will report the I grade on the Instructor Grade Report. On the Petition to Receive an Incomplete Grade Form, the instructor lists what deficiencies remain to be completed, a deadline for completion (not later than the end of the following term, but excluding the summer session for those not in attendance during that term), as well as the grade which the student will receive if the deficiency is not removed within the time limit. The petition is then filed with the Office of the Registrar along with the Instructor Grade Report. Incomplete units are not calculated in the grade point average. An I may be changed to a grade only by the instructor processing a Change of Grade Form within the time limit; or if the time limit has been exceeded the predetermined default grade will be recorded by the Office of the Registrar.

**IP** In Progress:

Given at the end of the first quarter for classes indicated as IP classes prior to registration. Classes eligible to be offered with the possibility of IP grading are determined by the dean of the school offering the course and this designation is indicated to the Office of the Registrar prior to class registration. The IP courses have a maximum duration of four quarters (three quarters following the quarter in which the student registers for the course). Classes that involve

continuing research, extended dissertations, the implementation of certain features of education, fieldwork, and directed teaching illustrate the types of classes that merit IP grades. The student's final grade is entered at any time upon submission by the instructor of a completed Change of Grade Form. If the work is not completed within the designated time for the completion of the IP course, a grade shall be issued by the instructor. When a grade is issued, the date of issue will appear on the student's transcript.

**IPW** In Progress Withdrawal:

Given at the request of the student by filing with the Office of the Registrar the appropriate form after the end of the first quarter but prior to the fourth quarter cut-off date for withdrawal. (For withdrawal during the first quarter a W is assigned.) When an IPW is issued, the date of issue will appear on the student's transcript and becomes irreversible at that time.

**NS** Not Submitted:

Given by the Office of the Registrar when a faculty member fails to submit course grades by the established deadline at the conclusion of an academic term. NS units are not calculated into the student's grade point average. When an NS is issued, the Office of the Registrar will inform the department chair and dean, and the department chair will take appropriate steps to determine with the instructor the actual grades earned by the student. In the event that the instructor is incapacitated and therefore unable to submit grades, the department chair will submit those grades to the Office of the Registrar as soon as possible, with a deadline of Thursday of Week 1 of the subsequent academic term.

**Recognition** Given an undergraduate student who qualifies for the Dean's List and/or other recognition as specified in policy II:8.4.

**W** Withdraw:

Given for withdrawal from a course after the first 14 calendar days of the quarter but before the end of the sixth week of the quarter. Withdrawals during the first 14 calendar days of a quarter or as designated in the calendar of the summer session are not recorded if the student files with the Office of the Registrar the appropriate form prior to the cut-off date.

## 6.3 Reporting of Grades

- A. Course grades are due by 2:00 pm of the first Tuesday following the final examination week.
- B. The official report of grades is issued as soon as possible after the end of a term. A copy of the grade report is sent to the student and to the dean of the school.

- C. It is not the responsibility of the instructor or department to notify a student that a certain grade has been earned in a course.
- D. The omission of a grade on the instructor's grade report is not acceptable practice and will result in a grade of NS being assigned by the Office of the Registrar.

## 6.4 Change of Grade

An instructor may change a grade only when an error has been made in arriving at or recording a grade. Such changes are acceptable up to the end of the following term and are processed by the instructor submitting a change of grade form to the Office of the Registrar. (See II:4.8)

The Academic Integrity Committee has the authority to reassign a final grade when its adjudication of an academic integrity violation occurs subsequent to the end of a quarter, or when the adjudication requires use of an "XF" grade. (See II:6.1 and the Academic Integrity Committee Description in the Appendix to Part 1.)

Any exception to this policy must have the signed approval of the chair and/or program director, dean, and provost before any change is made. The provost must, in writing, notify the course instructor of the change of grade with the reasons necessitating the change.

## 6.5 Student Options

See II:4.8, II:6.1, and II:6.2.

## 6.6 Repeating a Course

When a student repeats a course at La Sierra University or any other approved institution, both the original and repeat grades are entered on the student's permanent record, but only the repeat grade and credit units are computed in the cumulative grade point average and included in the total units earned.

To assure course comparability, the Office of the Registrar, in consultation with the chair of the department at La Sierra University offering the repeated course, approves all transfer courses allowed to be used to repeat a course taken at La Sierra University in which a student received a grade below C. Unless the student obtains approval prior to enrollment, there is no guarantee that the course will replace the repeated course.

## 6.7 Transcripts

The La Sierra University transcript is the official copy of the student's academic record and only includes all courses attempted and grades earned at the university. A transcript of transfer credit is maintained and is intended for internal use only.

## 6.8 Retention of Grade Reports

Instructors are responsible for keeping grade books and/or course records for five years after the conclusion of the course.

# Special Programs

- |     |                                       |
|-----|---------------------------------------|
| 7.1 | Professional and Honor Societies      |
| 7.2 | Study Tours                           |
| 7.3 | Honors Program                        |
| 7.4 | ACCESS (Evening Adult Degree Program) |
| 7.5 | English as a Second Language          |

## 7.1 Professional and Honor Societies

- A. Approval of the provost must be obtained prior to organization of local chapters of professional or scientific honor societies or of clubs by faculty members or student groups. A request for authorization must be supported by a statement of objectives, a proposed constitution and bylaws, and a list of proposed charter members and sponsors of the organization.
- B. The deans of the schools in which such chapters or clubs are authorized are responsible for their establishment and operation according to school and university policies.

## 7.2 Study Tours

- A. To bear the name or endorsement of the university a tour will conform to the following guidelines:
  1. Tours should be organized and conducted in such a way as to clearly demonstrate that they are an extension of the educational purposes of the university, and consistent with university goals and philosophy.
  2. Tour planning should incorporate safeguards to the legal and financial position of the university, by carrying adequate liability coverage, by incorporating appropriate contractual agreements with agents and suppliers, and by using fiscal planning and procedures that cover and account for all expenses and contingencies.
  3. Tours shall have a university designated representative in attendance to ensure that the university's interests are safeguarded at all times.
- B. Tours offered by the university may generally be identified as one of the three types.
  1. Tours to an on site education/fieldwork location that is an extension of classroom instruction. Participants in such tours would generally be enrolled students involved in formal study and working toward the completion of course requirements which take them beyond the confines of the classroom.

2. Educational value-added tours which draw on the expertise of university personnel or approved others to enhance the educational experience of participants beyond that of the travel experience itself. Academic credit may be offered to participants who desire it and who complete a prescribed group of supplemental activities in conjunction with participation in the tour.

3. Educational/recreational tours that promote both educational and recreational objectives. The purpose of these may be to reach out to various university constituencies for the purpose of developing contacts with alumni and friends of the university and to develop a broader sense of community among these groups. Academic credit would not be formally offered for such tours.

- C. Potential tour directors must submit a tour request form to the dean of the sponsoring school. Tour proposals are processed through the Undergraduate Academic Council or the Graduate Council, as appropriate, for approval by the University Council after having been recommended in all significant points by the appropriate department and approved by the dean.
- D. Proposals include the following information: the goals and objectives of the tour, the beginning and ending dates of the tour; insurance carrier, the amount of credit to be offered, the number of lectures and topics to be covered, required and recommended reading, required papers and/or examinations, the final date papers are due in order to receive a grade, and the method of evaluating a student's performance.
- E. Students must be accepted in good academic standing through the Office of Admissions and registered with the university before the tour begins.
- F. Tuition for study tours is paid to the university.
- G. The International Board of Education of the General Conference of Seventh-day Adventists is notified of tours outside the United States.

## 7.3 Honors Program

- A. The Honors Program serves undergraduates of outstanding intellectual and creative ability in all schools of the university. It is a learning community centered around a program of general studies and culminating in a senior original scholarship project.
- B. A student who satisfactorily completes the Honors Program of general studies, the honors scholarship project, and who has a cumulative GPA of 3.50 or higher will have the designation "University Honors" added to the diploma.

## **7.4 ACCESS (Evening Adult Degree Program)**

ACCESS (Evening Adult Degree Program), offered through the Division of Continuing Studies (DCS), fulfills the mission of the university specifically in meeting the needs of adult students.

Degree programs are designed to meet the needs of adults and are characterized by flexible degree requirements, general education, and courses in the major. Accessibility to the university is provided through a year-round scheduling of classes, affordable tuition and convenient class times and locations.

Credit for college-level learning is awarded for correspondence courses, recognized examination programs, and training received under the auspices of industry, the military, or other non-college institutions. The Portfolio Assessment Committee recommends credit for learning not previously evaluated by national or regional educational organizations.

## **7.5 English as a Second Language**

English as a Second Language (ESL) is a program which consists of The American Experience and Language Program and courses for those students whose first language is other than English.

- A. Admission into the ESL program is subject to the policies of II:3.2.
- B. The academic status of students in the ESL program is defined in II:4.1C,D.

The application of ESL units toward graduation is defined in II:5.3C.



# Student Academic Recognition

8.1	Terminology: Scholarship, Grant, Award
8.2	President's Award
8.3	Dean's Award
8.4	Dean's List and/or Other School Recognition

## 8.1 Terminology: Scholarship, Grant, Award

- A. At the undergraduate level, the terms grant and scholarship are applied to awards of substantial amounts which provide subsidy and/or tuition support that enables students to be in school.
1. The term "scholarship" is reserved for awards that require a high level of academic performance as one of the criteria for eligibility.
  2. The term "grant" is used when academic distinction is not a criterion for eligibility, although acceptable scholarship is assumed.
- B. The term "award" is used for forms of recognition that honor past performance or accomplishment in scholarship, leadership, etc. Awards are not intended as support for further education.

## 8.2 President's Award

- A. The President's Award is given annually to one student in the university as a tangible demonstration of the university's regard for and encouragement of individual accomplishment in excellent scholarship and community service within the framework of commitment to the highest ideals of the university.
- B. A nominee is recommended by the provost after consultation with the faculty and the deans.
- C. The amount of the award, which is accompanied by a certificate, is \$500.
- D. The recipient is a student who has been in residence at the university for at least one academic year before receipt of the award.
- E. In unusual circumstances, several students may share the President's Award.

## 8.3 Dean's Award

- A. The Dean's Award is given annually to one student in each school of the university as a tangible demonstration of the school's regard for and encouragement of individual accomplishment in excellent scholarship and community service within the framework of commitment to the highest ideals of the university.
- B. The nominees are recommended to the dean by the school's faculty.
- C. The amount of the award, which is accompanied by a certificate, is \$300.
- D. The recipient is a student who has been in residence at the university and enrolled in the awarding school for at least one academic year before receipt of the award.
- E. In unusual circumstances, several students from the school may share the Dean's Award.

## 8.4 Dean's List and/or Other School Recognition

The Dean's List is comprised of undergraduate students who have completed a minimum of 15 units of coursework during a quarter with a grade point average of 3.50, with no grade lower than a B-, and with no Incomplete notation on the grade report.

- A. The Dean's Letter of Recognition is sent to the student who is eligible for the Dean's List and who has earned a grade point average of 4.00 with no Incomplete.
- B. The President's Letter of Recognition is sent to the student who has been on the Dean's List for the fall, winter, and spring quarters of the same school year and has a grade point average of 4.00 for those three consecutive quarters of coursework taken at La Sierra University.

# Graduation

9.1	Graduation Requirements
9.2	Formal Graduation Events
9.3	Eligibility for Participation in Graduation Events
9.4	Diploma
9.5	Graduation Class Designation
9.6	New or Duplicate Diplomas
9.7	Graduation Roster and Special Recognition for Student Achievement
9.8	Statement of Completion

## 9.1 Graduation Requirements

- A. Bulletin of Graduation. Students who are enrolled continuously in the university for successive years may choose to meet the requirements for graduation listed in the bulletin of the year of their entrance or any subsequent year. If a student discontinues enrollment for one calendar year, residency has been broken and the requirements listed in the bulletin of the year of re-entrance or any subsequent year must be met.
- B. General Undergraduate Requirements. On the recommendation of the faculty of the school granting the student's degree, the university awards bachelor's degrees if the student has completed the following minimum requirements. The student, with regard to their bulletin of graduation, has:
1. completed 190 units of coursework with an overall grade point average of C (2.00) and an overall grade point average of courses taken at the La Sierra University of C (2.00).
  2. earned at least 60 units of credit in upper division (300 to 499) courses.
  3. completed requirements for a major (and minor, if desired), with no required course receiving a grade below a C (2.00).
  4. completed all General Education requirements.
  5. participated in their department and university assessment plan.
  6. have an approved Application for Graduation on file in the Office of the Registrar. Application for Graduation must be filed within the first two weeks of the third term prior to the expected date of completion.
  7. met the residency requirements of at least 36 of the last 44 units of credit with 16 units in the major and 8 units in the minor (if appropriate) taken in residence at La Sierra University.
- C. General Graduate Requirements. On the recommendation of the faculty of the school granting the student's degree, the university awards graduate degrees if the student has completed the following minimum requirements. The student has:
1. completed all requirements for the degree in their bulletin of graduation with no required course in a graduate academic program receiving below a B- (2.70) and no required course in a graduate professional program receiving below a C (2.00). No grade below a C (2.00) may be used in any graduate program. Specific programs may have higher requirements.
  2. satisfactorily completed a comprehensive examination if designated by the department of specialization.
  3. for a master's degree, both an overall grade point average and an overall grade point average of courses taken at La Sierra University of B- (2.70) for academic programs and C(2.00) for professional programs. For the specialist's level, both an overall grade point average and an overall grade point average of courses taken at the La Sierra University of 3.30. For the doctoral level, both an overall grade point average and an overall grade point average of courses taken at the La Sierra University of 3.50.
  4. maintained continuous registration from advancement to candidacy to the awarding of the degree.
  5. met the residency requirement indicated for a particular degree, never less than two academic quarters. A year of residency is defined as three quarters of full time academic work. A full time quarter of residency is defined as the completion of at least 8 units at La Sierra University. Specific programs may have higher residency requirements.

## 9.2 Formal Graduation Events

- A. Commencement is the primary graduation event occurring at the close of the spring quarter and includes an academic procession, the formal conferring of degrees by the president, and the presentation of diplomas by the dean of a school. Other graduation events include the worship and consecration services.
- B. The president of the university has jurisdiction over the planning of all graduation events, but assigns the coordination of the various events to the chair of the Commencement Coordinating Committee or other persons according to established procedures.

- C. Candidates for degrees are expected to participate in the Commencement event unless they complete requirements for a degree during a quarter prior to the term during which Commencement occurs, in which case they are invited and encouraged to participate.
  - D. The printed program for the Commencement event lists the names of all candidates who have completed requirements for degrees since the preceding Commencement.
  - E. Recognition of candidates for degrees is a formal recognition event which may occur away from the home campus when a school has a significant number of candidates completing degree requirements in an off-campus or extended campus situation. Diplomas are not formally awarded at this event. The names of the candidates are also included in the printed program of the next Commencement event. The dean of the school or the director of the off-campus program coordinates this ceremony.
  - v. Transcripts of correspondence credit to be applied toward degree requirements must be received by the Office of the Registrar no later than the end of the term immediately preceding the term of graduation.
2. The conditions for participation by graduate students who have failed to complete all the requirements for the degree as specified by the school are outlined below.
    - i. The student has been admitted to candidacy.
    - ii. The student has 12 or fewer units remaining to be completed and these classes are certified by the dean of the school as being available at the university during the summer following the graduation events. All classes must be completed by the end of the summer session.
    - iii. The student has had any thesis or dissertation required for the degree accepted in final form by the offering school and has successfully completed any required defense process.
    - iv. If the final official transcript of necessary transfer credit (see II:5.7) has not been received but the university has received evidence of satisfactory progress toward the completion of the transfer credit.

### 9.3 Eligibility for Participation in Graduation Events

- A. To be eligible to participate in graduation events, candidates are expected to have completed all requirements for the degree.
  - B. Students failing to complete all requirements for the degree may participate in graduation events with permission of the dean of the school offering the degree subject to the conditions below. The diploma will be retained by the university until all graduation requirements have been fulfilled.
1. The conditions for participation by undergraduate students who have failed to complete all the requirements for the degree are outlined below.
    - i. Student has filed an Application for Graduation within the published time schedule and has a total of 18.5 or fewer units remaining to be completed during the spring quarter prior to graduation.
    - ii. Student has participated in good faith in all classes required for graduation during the spring quarter prior to graduation.
    - iii. Withdrawal from any class required for graduation immediately disqualifies a student from eligibility to participate.
    - iv. If the final official transcript of necessary transfer credit (see II:5.7) has not been received but the university has received evidence of satisfactory progress toward the completion of the transfer credit.

### 9.4 Diploma

The diploma presented to the graduate for an earned degree incorporates the information outlined below.

- A. The official date: the last day of the quarter in which the requirements for the degree are completed, except the spring quarter date of completion is Commencement day.
- B. The name of the university and its official university seal.
- C. Authorizing signatures: the chair of the Board of Trustees, the president of the university, the provost, and the dean of the school offering the degree.
- D. Candidate's name: the name of the candidate on the diploma is the candidate's Student Record Name. (see II:3.6).
- E. Degree, major, and school: the name of the school within the university awarding the degree together with the degree earned and any related major(s).
- F. Baccalaureate graduation with honors: superior academic performance is recognized by the designation on the diploma: Graduation cum laude, Graduation magna cum laude, Graduation summa cum laude. See II:9.7C.1 for the definition of these honors.

- G. Honors Program: a student who satisfactorily completes the Honors Program of general studies, the honors scholarship project, and who has a cumulative GPA of 3.50 or higher will have the designation “University Honors Program” added to the diploma.

## 9.5 Graduation Class Designation

A graduate is considered a member of the class of the calendar year in which the diploma is dated.

## 9.6 New or Duplicate Diplomas

Only one original diploma is issued to a graduate at university expense.

- A. If the university has made an error on the issued diploma, the original diploma must be returned to the university with an explanation of the error. A corrected diploma will then be issued at no expense to the graduate.
- B. A duplicate diploma is issued at the graduate’s expense if the original diploma or any recognizable part of it is returned. If the diploma has been completely destroyed or lost, a duplicate diploma is issued at the graduate’s expense upon the receipt of a bona fide request and notarized signature. In this case, the duplicate diploma will also include on its face side the following information: “Duplicate diploma issued on [date].”

## 9.7 Graduation Roster and Special Recognition for Student Achievement

The university will prepare an official graduation roster. This graduation roster will be used for the graduation events including the Commencement program and may include recognition of awards for excellence of achievement in scholarship and leadership.

- A. Eligibility for inclusion on graduation roster.
  - 1. Conditions for undergraduate students are the same as the conditions (see II:9.3B.1) for the eligibility for undergraduates for participation in graduation events.
  - 2. Conditions for graduate students are the same as the conditions (see II:9.3B.2) for the eligibility for graduate students for participation in graduation events.
- B. The name of the candidate on the graduation roster is the Student Record Name (see II:3.6).

## C. Graduation with Distinction.

- 1. La Sierra University recognizes superior academic achievement by awarding bachelor’s degrees with three levels of distinction as listed below. Graduation with distinction is based on both the La Sierra University grade point average and the cumulative grade point average for all college work. The lower of these two marks determines the level of distinction, as follows:

summa cum laude	3.90 or higher
magna cum laude	3.80 - 3.89
cum laude	3.50 - 3.79

- 2. The Latin designations are officially stated on the diploma and the academic transcript when all grades have been received for courses taken prior to the official graduation date. The designations included on the graduation roster (printed program for the conferral of degrees) reflect the level reached by the time of printing and are subject to change.
- D. A student who satisfactorily completes the Honors Program of general studies, the honors project, the thesis, and who has a cumulative GPA of 3.50 will have the designation “Honors Program” in addition to the listing of degree and major.
- E. President’s and Dean’s Awards (see II:8.2,3). These recognitions are limited to candidates for degrees and do not list stipends. All other scholarships, gifts and awards are not listed in the graduation roster.

## 9.8 Statement of Completion

- A. Those candidates who are eligible to participate in the graduation events, but are not eligible to receive their diploma at that time, will be notified as to what academic and/or financial obligations have not been met.
- B. Those candidates who complete the requirements for a degree at times other than the regularly scheduled graduation events may request from the Office of the Registrar a statement of completion if all financial and academic obligations have been met. (See II:9.4A for the date on the diploma in such cases.)

# Faculty Affairs

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# Definitions

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## 1.1 General Faculty Classification

Faculty membership involves a classification by three different dimensions as follows:

- A. Academic Track and Rank (see III:1.2)
- B. Tenure Status (see III:1.3)
- C. Full-time or Part-time Status (see III:1.4)

## 1.2 Academic Track and Rank

There are three academic tracks of Professor, Lecturer and Librarian. Each track is subdivided into academic ranks. Academic track and rank is determined according to the following minimum guidelines, although individual schools or the library may be more rigorous in their own requirements:

### A. Professor Track

The professor track is the traditional academic track. The majority of the faculty will be on this track and will provide the core of the scholarship at the university. Faculty on the professor track may be either on the non-tenure or the tenure track. The professor track is subdivided into the following four ranks.

1. Instructor: One-year appointment, which may be renewable, requiring a minimum of a bachelor's degree.
2. Assistant Professor: Renewable appointment requiring a minimum of a master's degree.
3. Associate Professor: Renewable or tenured appointment requiring a doctorate, appropriate terminal degree or equivalent professional achievement, with recognition as an outstanding teacher or scholar. Ordinarily presupposes a minimum of five years of successful college or university teaching or closely related professional experience.

4. Professor: Renewable or tenured appointment requiring a doctorate, appropriate terminal degree or equivalent professional achievement with continued growth in teaching, scholarship and service beyond that expected for the rank of associate professor, with significant achievement and/or leadership in at least one area. Ordinarily presupposes four to five years as associate professor.

### B. Lecturer Track

The faculty on this track function in all capacities as do the faculty on the professor track; however, they are not required to develop and conduct an agenda of scholarly production and will generally have a heavier teaching load. All faculty on the lecturer track are on the non-tenure track. The lecturer track is subdivided into the following three ranks.

1. Lecturer: Renewable appointment requiring a minimum of a master's degree.
2. Lecturer II: Renewable appointment requiring a minimum of a master's degree with recognition as an outstanding teacher. Ordinarily presupposes a minimum of ten years of successful college or university teaching or closely related professional experience.
3. Senior Lecturer: Renewable appointment requiring a minimum of a master's degree and demonstrated excellence in teaching and service. Ordinarily presupposes five years as lecturer II.

### C. Librarian Track

1. The professional librarian is a member of the faculty and has rank (instructor, assistant librarian, associate librarian, librarian) comparable to the teaching faculty on the professor track. All faculty on the librarian track are on the nontenure track.
2. The professional librarian who has a continuing assignment of teaching for academic credit may be given the appropriate academic rank in an academic department and school on recommendation of the chair and/or program director and the dean.

## 1.3 Tenure Status

Each faculty member will be classified according to the following three categories relative to tenure status:

- A. Non-tenure track: Includes all part-time faculty, whether salaried or contract, and full-time faculty who are in a position which the university has specified as non-tenure track.

- B. Tenure track: Includes only full-time faculty in probationary status on the professor track. The number of years in this classification shall not exceed eight without a negotiated extension of the probationary period. [See III.3.4C, 5G and H]. Probationary faculty are eligible for employment contracts according to set guidelines. (See III:3.1D.1).
- C. Tenured: Includes full-time faculty who have been granted tenure status and part-time faculty who previously achieved tenure at La Sierra University.

## 1.4 Faculty Status

- A. Full-time status: Refers to salaried faculty employed full time.
- B. Part-time status: Includes salaried faculty who are employed less than full time.
- C. Adjunct status: Designates a person who teaches at least one course a year on a contract basis.

## 1.5 Academic Title

The academic title of one who holds faculty rank normally reflects the name of the department, or a discipline within the department, and the rank of the faculty member.

## 1.6 Special Designations

- A. A primary academic appointment designates the department and school receiving the major portion of academic services.
- B. A secondary academic appointment designates another department or school receiving regular academic services.
- C. The rank held by a faculty member in the department or school of the primary appointment is one's only rank.

## 1.7 Special Rank

- A. Distinguished Professor: One who has made distinguished contributions in teaching, research, publication, or creative work.
- B. University Professor: One whose teaching responsibilities are not limited to one subject area, department, or school. This person is responsible to the provost.
- C. Emeritus: An honorary university appointment, granted at the discretion of the university to retired professors, librarians, senior lecturers, associate professors, associate librarians, or lecturer IIs, in recognition of their exceptionally meritorious contributions to the university as outlined in section III.3.B.8. Benefits of this honorary status shall include: faculty listing including this title in university bulletin and directories; library access; athletic facilities access; university email address; university parking; faculty rate at the dining

commons and Eagle's Nest; faculty rate at university performances; and rights to participate in graduation ceremonies. There is no entitlement to office/laboratory space that accompanies emeritus status. However, as long as surplus space is available, and an individual's activities justify it, an office/laboratory space assignment may be granted by the dean in consultation with the department chairperson if the member is active. Active is defined as contributing a significant amount to on-campus teaching, service, or research/scholarly productivity.

- D. Retired: An honorary title granted to all faculty members who have achieved the rank of professor, associate professor, librarian, associate librarian, senior lecturer or lecturer II who have served the university through teaching, scholarship, and service as appropriate for their academic track for a minimum of 15 years, who have not received the rank of emeritus professor, and who have retired from a regular faculty appointment. They may append the title "Retired" to their name and former rank, as "Jane/John Doe, Associate Professor of Economics (Retired), La Sierra University."

## 1.8 Prefixes

- A. Adjunct: Used to designate a person who teaches at least one course a year on a contract basis.
- B. Research: Used with the ranks above instructor to designate a faculty member whose service is solely or principally in research.
- C. Visiting: Used to designate either the holder of a corresponding rank in another institution who is on leave to teach in this university, or a person whose professional attainments are comparable to those required for regular academic appointment. Appointment to this position is temporary, usually on a year-to-year basis.
- D. Endowed Named Chair: Additional title used to identify a faculty appointment in an endowed professorial chair.

## 1.9 Other Personnel Listings in the University Bulletin

- A. Individuals: Persons who do not have a general faculty classification, but who contribute significantly to the overall instructional program of the university, may be listed as a group in the university Bulletin at the discretion of the respective deans as assisting, associated, collaborating, consulting, or cooperating personnel, or by some other appropriate designation. Such persons may be identified by their current employment titles.



B. Personnel of Affiliated Institutions: Persons who have no official connection with the university other than being part of the instructional staff of an affiliated institution (i.e., an institution whose students may be granted La Sierra University degrees) may have their names listed as a group under an appropriate heading in the university Bulletin at the discretion of the respective deans.

# Functions and Responsibilities

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2.3	Teaching Responsibilities
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2.7	Service Responsibilities: Community
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## 2.1 General Description

- A. Faculty members shall strive for the highest standards of excellence in their disciplines, maintaining the most up-to-date knowledge, skills, and attitudes necessary for effective teaching. They should participate actively in their fields by keeping up with scholarly literature, by attending professional and scholarly meetings, and by actively serving in professional organizations. They should support their colleagues, particularly junior members of the faculty, with encouragement, assistance, and cooperation.
- B. Faculty on the professor or librarian tracks should engage in and publish research that enriches their own academic disciplines and thus contributes to the fulfillment of the university's mission of enlarging human understanding.
- C. Faculty members should strive to inspire their students and colleagues by displaying a love of learning, a hunger for knowledge, an excitement for teaching, and a spirit of service. By their example, they should encourage students to realize that up-to-date knowledge is essential and research is complementary to good teaching. They should contribute to an atmosphere of intellectual challenge through the sharing of progress reports or results of research with their colleagues and students. The involvement of students in faculty research projects provides them with exposure to new, creative ideas and to opportunities for training in methods of investigation.
- D. Faculty members should contribute to the governance of the university through participation in the Faculty Senate and the university committee structure. They should actively serve the university's communities through voluntary activity or elected office.

- E. Finally, faculty members are expected to demonstrate a willingness to cooperate with the faith and lifestyle expectations of this Seventh-day Adventist university as set forth by the Board of Trustees as delineated in the mission statement (see I.A:1), and should cooperate with the objectives of their school, program, and department and work within their policies, standards, and regulations.

## 2.2 Faculty Load

- A. In consultation with his/her dean and/or department chair, each faculty member shall create an "Annual Individualized Faculty Plan" that details his/her specific responsibilities for the following year.
  1. The plan shall cover nine months of work, which is to be completed during a 12-month period from July 1 to June 30.
  2. A written statement of the upcoming year's plan shall be given by the dean and/or department chair to a faculty member no later than the end of the winter quarter.
  3. All parties involved in formulating the plan must formally, in writing, agree to alterations of the plan.
  4. Faculty evaluation will, in part, be based on an assessment of a faculty member's fulfillment of the plan.
- B. A full-time equivalent faculty load is determined according to the following guidelines:
  1. the current objectives and needs of the university, the individual schools, and the departments within the schools.
  2. the qualifications and interests of the individual faculty member.
- C. The teaching component of a load is influenced by the following considerations:
  1. for faculty primarily teaching undergraduate classes teaching should generally constitute at least three-fourths time of an individualized faculty plan.
  2. the current course offering needs of the university, the individual schools, and the departments within the schools.
  3. the type or level of teaching activity. For example: lecture, seminar, laboratory, field work, team teaching, thesis advisement, etc.; or, graduate, undergraduate, or basic skills.

- i. In undergraduate lecture courses a 12 quarter unit teaching load is normal for faculty on the professor track. For faculty on the lecturer track a 16 quarter unit teaching load is normal.
  - ii. Adjustments may be made in the teaching load when the type or level of instruction makes such a change appropriate.
4. Teaching includes the following examples of types of activities:
- i. reworking course content so that it reflects the most up-to-date knowledge.
  - ii. encouraging students to become active problem solvers who can identify what information is needed, locate that information, evaluate it, synthesize it, and apply it.
  - iii. See III:2.3.
- D. For faculty on the professor or librarian tracks the research component of a load is influenced by the following considerations:
- 1. Research should generally not exceed one-fourth time of an individualized faculty plan.<sup>1</sup>
  - 2. Research includes the following examples of types of activities:
    - i. research, preparation, presentation, and publication of academic articles, books, or artistic productions in one's discipline.
    - ii. research, preparation, presentation, and publication of academic articles, books, or artistic productions regarding teaching methods, curricular matters, or issues of concern to higher education.
    - iii. See III:2.4.
- E. The service component of a load is influenced by the following considerations:
- 1. Since teaching and discipline-based research are priorities of this university, service should generally not exceed one-fourth time of an individualized faculty plan.
  - 2. Service includes the following examples of types of activities:
    - i. active involvement in university governance, including Faculty Senate and university committees; responsibility for university, school, department, or program professional accreditation.
    - ii. recruiting students, contributing to the university's sense of scholarly community (coordinating visiting lecturers, discussion

groups, etc.), conducting continuing education workshops, directing an institute or foundation, supervising student organizations.

- iii. lay presentations to, publications for, or active leadership in community, church, or government organizations.
- iv. serving as chair or director of an academic unit.
- v. See III:2.6,7.

3. A faculty member may serve in another school when, during the development of the annual individualized faculty plan, such service is negotiated between the chair, dean, or program director requesting the services, the faculty member's chair, dean, or program director and the faculty member. Such arrangements will constitute part of the faculty load, unless all parties concur that the services will not impair the faculty member's successful completion of his/her annual individualized faculty plan. Classes taught for University Studies or the Honors Program shall be considered part of the faculty loads.

## 2.3 Teaching Responsibilities

- A. To value freedom of expression, allow open discussion of the subject matter in classes, and show no bias with regard to student race, religion, gender, politics, or their economic and social status.
- B. Curriculum and Instruction.
  - 1. To contribute toward curriculum development by keeping informed of changes in one's discipline or area of specialization, and by communicating ideas to colleagues in one's department, school, or university curriculum committees.
  - 2. To use library and computer resources, literature, audiovisual materials, observations, experiments, practical experience, and interpersonal relationships in a manner to create a climate promoting student learning and spiritual growth.
  - 3. To fulfill course objectives, to meet all teaching appointments, and to consult with the department chair before canceling a class session.
- C. Evaluation.
  - 1. To evaluate and grade individual students according to criteria which are developed by the departmental faculty committee and which are made clear to the students.
  - 2. To report evaluations to the appropriate administrative office within designated time limits.
  - 3. To report incidents of academic dishonesty to the Academic Integrity Committee.

<sup>1</sup> This version of Section III, 2.2D.1 represents the sole Senate Board-approved wording for the clause. The wording incorporated into the Handbook in 2004 and present thereafter to 2013 was never formally approved.

D. Advisement.

1. To have regular office hours for academic advisement and counseling posted and approved by the departmental chair.
2. To refer students as necessary to appropriate on-campus and off-campus resources.

## 2.4 Research Responsibilities

The following applies primarily to faculty on the professor or librarian tracks; however, it applies to all faculty when they are engaged in research.

- A. To engage in scholarly research activities that contribute to the growth of human knowledge.
- B. When possible, to couple research activities with the university's mission and objectives.
- C. To communicate to students and colleagues the excitement of creative activity and new ideas by sharing the progress and results of research, to encourage students to participate in research projects, and to develop the discipline required for scholarly work.
- D. To communicate the results of one's research to the scholarly or professional communities through participation in professional meetings and/or publication in scholarly journals.
- E. Research involving human subjects conducted by faculty, staff, or students on its premises or under its sponsorship, whether supported by outside funds or not, must be reviewed by the Office of Sponsored Research (OSR) and, if necessary, approved by the Institutional Review Board (IRB) prior to starting such research.
  1. The IRB is composed of behavioral scientists and other persons appointed by the University Council for terms of two years.
  2. The IRB has as its primary responsibility the review of all research activities involving human subjects to assure that the risks to the subject are outweighed by the possible benefit to the subject and/or the importance of the knowledge to be gained, that the rights and welfare of each subject will be adequately protected, and that informed consent is obtained by adequate and appropriate means.
  3. Following a review of the proposal and consent procedure, the following categories of action will be taken by the IRB and transmitted in writing to the principal investigator:
    - i. Approval: the protocol is approved as submitted.
    - ii. Conditional approval: the problems regarding the protocol are not of a serious nature and generally fall into two categories: minor changes are needed in the consent document, or the

investigator should meet with the committee to discuss some aspect of the study for further assurances.

- iii. Deferral: the changes proposed or the questions asked by the committee are significant enough to warrant additional review and clarification.
  - iv. Disapproval: the protocol is deemed so lacking in scientific merit or raises such serious ethical questions as to be totally unacceptable.
4. The Office of the Provost will annually assure itself through appropriate overview that the committee's practices and procedures designed for the protection of the rights and welfare of human subjects are being effectively applied and are consistent with the regulation and with the implementation of the assurance to the Office for Human Research Protections under the Department of Health and Human Services.
- F. All projects, both routine and research, involving the use of radioactive materials and/or ionizing radiation are subject to the same review process as other projects but in addition must be approved by the Radiation Safety Committee.
  - G. All equipment purchased by the university, or obtained through extramural grant funding, or donated by someone is the property of the university and shall have attached thereto, if possible, a university property tag. The transfer, sale or other disposition of research equipment requires the processing of an Equipment Release Authorization Form.
    1. The principal investigator is responsible for the use and disposition of research equipment during the grant or contract period. Title to the equipment obtained from granting sources is vested with the university unless stated otherwise by the award. Federal regulations state the method of equipment disposition upon completion of the project period. If the principal investigator transfers to another location or department within the university during the awarded research, the equipment is also transferred.
    2. At the completion of the grant or contract period the equipment shall continue under the control of the principal investigator unless stated otherwise by policy that supersedes this statement. The principal investigator is encouraged to make other faculty aware of the condition and availability of this equipment. First claim on the equipment is within the department, followed by the school. Relocation of equipment is subject to the approval of the dean.

3. A principal investigator who transfers to another department or school shall, together with the department chair, account for all equipment acquired by university funds and make a recommendation to the dean regarding the moving of such equipment. The transfer of gift or non-grant equipment requires approval by the dean. If a faculty member is separated from the university, the same procedures shall be followed. Equipment acquired under external sponsorship is subject to policies of the sponsor.
4. The dean, in consultation with the department chair, is responsible for mediating disputes regarding the disposition of equipment.

## 2.5 Intellectual Property Rights

La Sierra University is dedicated to academic freedom, the promotion of research, education and the contribution to the good of the larger society. It is the policy of La Sierra University to encourage the faculty, staff, students, and other affiliated individuals of the university community to research and develop ideas, inventions, discoveries, and other intellectual properties to further both the good of the global community and the knowledge of the particular academic discipline.

### A. Copyrights

The Copyright Act of 1976 provides automatic federal protection in “original works of authorship fixed in any tangible medium of expression.” Such works of authorship that may receive copyright protection include books, articles and other literary works. Copyright protection is also afforded to musical, dramatic, graphic, and sculptural works. Finally, pictures, motion pictures, sound recordings, distance education courses and computer software are protected by federal copyright law. La Sierra University recognizes that the freedom of a researcher to disseminate the results of his/her investigation is a traditional right of a scholar and a vital aspect of academic freedom. It is the policy of La Sierra University to encourage its faculty, staff, students, fellows and all other individuals affiliated with La Sierra University, who, in the performance of their work, research, or endeavors may make use of the university’s facilities, supplies or any other resource of the university (hereafter referred as “university personnel”) in disseminating the results of their academic research and scholarly work.

### 1. Ownership

- i. La Sierra University recognizes that copyrightable materials made by university personnel on their own initiative and time and without the aid, or use of the university’s resources, such as personnel and facilities, have the sole rights of ownership of the materials.
- ii. An undergraduate, or graduate student who alone authors a research paper, thesis, or dissertation shall be assigned ownership of the work and is entitled to income which may be derived from its publication less the costs which have accrued to the department or school. Multiple authors of a work are its multiple legal owners.
- iii. Where the copyrightable material has been created by La Sierra University’s faculty or staff in the course of their employment i.e. “work for hire,” all such material will be the exclusive property of La Sierra University in accordance with federal copyright law.
- iv. Except for a few limited situations (listed below in section v and vi), La Sierra University generally disclaims any ownership interest under the federal copyright laws in scholarly works such as books, poems, articles, musical compositions and other works of artistic imagination produced by personnel of the university in the course of their employment.

This policy reflects the university’s commitment to encourage members of the university community to disseminate and publish the results of their research or scholarly work. The university also disclaims any ownership interest in popular works, such as novels, poems, nonfiction works, musical compositions, or other works of artistic imagination which are not considered scholarly.

The university encourages its personnel who create and draft these books, articles and other scholarly works to obtain copyright ownership. The university shall not be responsible in obtaining a copyright for these materials, or any of the costs associated with obtaining a copyright.

If under the Copyright Act, title to these works vests in the university, the university shall, upon request, and to the extent consistent with its legal obligations, convey any such rights to the creator(s) of the work.

- v. The university does not disclaim its ownership interest in books, articles, manuals and other writings by university personnel created during the course of their employment in the following categories:
  - a. The university shall own the copyright to works created by staff or fellows during the course of their employment in response to university initiated or directed projects. The university shall also assert ownership rights in works created by student employees in the course of their employment, such as in teaching or research assistant positions. Finally, the university shall assert an ownership interest in works by faculty members as part of an assigned task by the university, where such assignment states in direct and explicit terms that the university shall own the work.
  - b. Duplicated, available on the web or printed notes, or syllabi produced by university personnel primarily for the use of students of the university, are considered to be the property of the university.
    - 01. Revenue from the publication and sale of such notes or books accrues to the department in which the class is offered.
    - 01. The policy on royalties applies if from the sale of teaching notes the author receives royalty income.
  - c. Where the works that are created by university personnel are developed under an outside contract between the university and a private or governmental entity, or created as a result of a government grant, copyright ownership in the work will vest according to the specific terms of the contract or grant. If no such terms exist in the contract or grant, the creator(s) of the work will have ownership of the copyright.
  - d. Where the work or material created by university personnel has the potential to qualify for a patent as well as a copyright (such as certain computer software or programs), the university's Patent Policy will also be applicable.
- vi. The university does not disclaim its ownership interest in encoded works and distance education courses.
  - a. Encoded works include software and other technologies used to support the electronic capture, storage, retrieval, transformation and presentation of digital data and information or to interface between digital forms and other communications and information media.
  - b. Encoded works also include most materials used in distance education. In distance education students are separated from their instructors by time and/or space. Distance education is not necessarily separate and distinct from on-campus education. An individual course may contain both classroom and distance education components, such as web-enhanced instruction.
  - c. La Sierra University, in its sole discretion, shall determine whether or not to disclaim ownership of encoded works and distance education courses. Nevertheless, the university generally waives any ownership interest to these works.
  - d. In cases where the university does not waive ownership, the following principles will apply:
    - 01. The author is the only one who can authorize changes in content. If the university wishes to make such changes it must seek permission from the author for the changes proposed.
    - 02. Continued use of material when the faculty member is no longer the teacher of record will be guided by the following principles:
      - i. The author will be given credit
      - ii. Materials will be used for a maximum of three years.

## 2. Division of Income

The university retains the exclusive right to sell, lease, or license the copyrighted or copyrightable material, owned by the university pursuant to this Copyright Policy, to another party. Except for a few limited situations La Sierra University generally disclaims any ownership interest under the federal copyright laws in books, articles, and other writings drafted by personnel of the university in the course of their employment.

Absent restrictions arising from overriding obligations of the university pursuant to gifts, grants, contracts, or other agreements with outside organizations, all derived income from intellectual property, held by the university, shall be distributed in the following manner:

- i. All received royalties and license fees will be directly applied as reimbursement to the university for all direct and indirect costs associated with the development of the intellectual property and its patent and licensing. This will continue until such costs for the intellectual property are recovered.
- ii. All funds not required as in (i) will be distributed as follows:
  - a. The author shall receive 100% of the first \$10,000 in net proceeds annually for a particular intellectual property.
  - b. For net annual income that exceeds \$10,000 but does not exceed \$100,000 distribution is as follows:
    - 01. Fifty percent (50%) to the Author.
    - 02. Ten percent (10%) to Author's department in the university for the support of research.
    - 03. Fifteen percent (15%) to Author's School in the university for the support of research.
    - 04. Twenty-five percent (25%) to the university to provide general support of research activities.
  - c. For net annual income exceeding \$100,000 distribution is as follows:
    - 01. Forty percent (40%) to the Author.
    - 02. Ten percent (10%) to Author's department in the university for the support of research.
    - 03. Twenty percent (20%) to Author's School in the university for the support of research.
    - 04. Thirty percent (30%) to the university to provide general support of research activities.
  - d. Variances from this distribution may be negotiated on a case by case basis with the provost and approved by the University Council.

e. The university shall, in its sole discretion, be responsible for dividing the income and royalties received by the university equitably among joint contributors where the intellectual property was conceived by more than one author. This will be done by the university in a manner that acknowledges the relative contribution of each author.

### 3. Procedures for establishing ownership

As soon as an author reasonably believes that the material created is one which the university may have an ownership interest a Disclosure Statement should be submitted to the Dean. In all cases, disclosure must take place prior to applying for copyright or negotiating with entities for publication or sale. Failure to disclose before this time implies that the university will hold the copyright.

The Dean, in consultation with the provost, will determine whether the university disclaims ownership of the copyright. If the university does not disclaim ownership, a specific written agreement in harmony with the policies which are specified above will be signed by the author, the school dean and the provost. Disclosure Statement forms are available at the offices of the school deans.

### B. Patents

As a result of research, inventions and discoveries sometimes generate patents. Therefore, La Sierra University establishes the following patent policy to define and protect the rights of the university and its faculty, staff, students, fellows, and other affiliated individuals regarding the development and administration of intellectual property. The patent policy is also established to ensure that if the university derives income from such patents it will be used to further and support continued research and scholarship at La Sierra University.

The university's patent policy shall apply to all faculty, staff (i.e. non-academic employees), students, fellows, and all other individuals affiliated with La Sierra University, who, in the performance of their work, research, or endeavors may make use of the university's resources, such as facilities or supplies. This application will occur even if the person may not be paid by the university.

The term "Inventor," used throughout this policy, includes all persons who may use the facilities, supplies, equipment or trade secrets of the university in the performance of all or part of their work, even though they may not be paid by the university.

"Intellectual property" shall be defined for the purposes of this patent policy section as anything that may

be patentable, as well as any design, improvement, development, formula, software program, process, technique, trade secret, invention, discovery and any other form of information that derives independent economic value from not being generally known to the public or to other persons who can obtain economic value from its disclosure.

1. University Rights:

- i. All intellectual properties made by an Inventor, solely or jointly with others, that are made with the university's equipment, supplies, facilities, or trade secrets; or that relate, at the time of conception or development to the business of the university or the university's actual or demonstrably anticipated research or development; or that result from any work performed by such persons for the university, shall be the exclusive property of the university, as in accordance with California Labor Code Section 2870.
- ii. It is expected that all employees (including faculty and staff) and non-employees (including students) who use the university's facilities, supplies, and equipment or receive funds by either gift, contract or grant from or through the university will assign inventions and patents to the university. By signing acceptance of the faculty handbook at the time of employment, faculty agree to assign inventions and patents to the university. Staff, students and other non-employees will sign a patents agreement prior to the start of research. Such an agreement will not waive the Inventor's rights under Section 2870 of the California Labor Code. (See Inventor's Rights, 2B, below.) Patent Agreement forms are available at the offices of the school deans.
- iii. Disposition of Intellectual Property:
  - a. The university, in its sole discretion, shall determine whether or not to make application for patents on inventions, designs, improvements, and discoveries made by Inventors. The university shall bear all expenses related to such determination.
  - b. La Sierra University generally waives any ownership interest to patents developed by personnel of the university in the course of their employment.
  - c. Negotiations and agreements dealing with consulting, intellectual properties and royalties derived from university activities and research are the responsibility of the provost with the assistance of the dean and the vice president for financial administration. Contractual arrangements are submitted to the University

Council for final approval. In making its decision either to retain or exchange the rights to an intellectual property for consideration, the university must take into consideration which action best serves the university's interests.

d. The university will recover the costs associated with the development of an intellectual property.

- iv. The university reserves the right not to seek patent protection. In such instance it shall:
  - a. Notify Inventor in writing of its decision within six months of the disclosure.
  - b. Give the Inventor the right to seek a patent or otherwise use and exploit the intellectual property as his/her personal property and at his/her expense, without further claim of any kind by the university.
  - c. At the university's option, retain a nonexclusive right to the use of the intellectual property.
- v. The university shall retain the exclusive right to apply for a patent for intellectual properties for a period of six months after the Inventor's employment, enrollment or affiliation with the university has ended.
- vi. The university shall have the right to keep any such intellectual property as a trade secret, if the university chooses.

2. Inventor's Rights and Obligations

- i. Nothing in this policy (including section B.1(ii)) shall waive any rights the inventor has under Section 2870 of the California Labor Code. Intellectual properties made by inventors on their own time and without the aid, financial support or use of university personnel, facilities, or funds, are the sole property of such inventor.
- ii. In order to permit the university to claim rights to which it may be entitled, as well as identifying collaborators and allowing the university to focus resources on the development of such intellectual property, the inventor must promptly report to the department chair and dean an intent or any actions leading to the development of intellectual properties made by Inventor. Such obligation of disclosure shall continue for six months after the termination of the inventor's employment and/or enrollment and/or affiliation with the university.



- iii. The inventor also agrees to cooperate and assist the university in securing patents thereon and execute all related documents.
- iv. The inventor agrees to keep all intellectual property matters confidential and not disclose information without written permission from university administration.
- v. An intellectual property is deemed to have been made during the period of the inventor's employment, enrollment or affiliation with the university if the intellectual property was developed or reduced to practice during that period. In addition, any patent application filed within six months after termination of employment, enrollment, or affiliation with the university shall be presumed to relate to an intellectual property made during the term of the inventor's employment, enrollment, or affiliation with the university unless the inventor can provide evidence to the contrary.
- vi. Inventor must assign to the university all rights in any other intellectual properties if the university is required to grant those rights to the United States Government or any agency thereof.

### 3. Licenses

The university retains the exclusive right to determine whether, when, how, and to whom licenses of intellectual properties, held by the university, shall be granted. When the university elects to license others to use any intellectual property held by the university, any contracts, licenses, and derived income shall be managed through the provost, with the assistance of the appropriate dean and the vice president for financial administration. Contractual arrangements are submitted to the University Council for final approval.

### 4. Division of Income.

If the university has not waived its interest in the patent (See B.1(iii.b)) and if there are no restrictions arising from overriding obligations of the university regarding gifts, grants, contracts, or other agreements with outside organizations, all derived income from intellectual property, held by the university, shall be distributed in the following manner:

- i. All received royalties and license fees will be directly applied as reimbursement to the university for all costs associated with the development of the intellectual property and its patent and licensing. This will continue until such costs for the intellectual property are recovered.

- ii. All funds not required as in (i) will be distributed as follows:
  - a. The inventor shall receive 100% of the first \$10,000 in net proceeds annually for particular intellectual property.
  - b. For net annual income that exceeds \$10,000 but does not exceed \$100,000 distribution is as follows:
    - 01. Fifty percent (50%) to the Inventor.
    - 02. Ten percent (10%) to Inventor's department in the university for the support of research.
    - 03. Fifteen percent (15%) to Inventor's School in the university for the support of research.
    - 04. Twenty-five percent (25%) to the university to provide general support of research activities.
  - c. For net annual income exceeding \$100,000 distribution is as follows:
    - 01. Forty percent (40%) to the Inventor.
    - 02. Ten percent (10%) to Inventor's department in the university for the support of research.
    - 03. Twenty percent (20%) to Inventor's School in the university for the support of research.
    - 04. Thirty percent (30%) to the university to provide general support of research activities.

- iii. Variances from this distribution may be negotiated on a case by case basis with the provost and approved by the University Council.
  - iv. The university shall, in its sole discretion, be responsible for dividing the income and royalties received by the university equitably among joint contributors where the intellectual property was conceived by more than one inventor. This will be done by the university in a manner that acknowledges the relative contribution of each inventor.
5. An inventions and patents committee, chaired by the assistant vice president for research and consisting of seven members including the provost, the vice president for financial administration, the dean of the school in which the research is done, the director of the Office of Sponsored Research, and two members appointed by the Faculty Senate Executive Committee will be appointed for each case. The committee shall represent the university in the implementation of the following policies, including but not limited to the following:
- i. To evaluate intellectual properties disclosed by inventors and make decisions regarding them in consultation with experts.
  - ii. To serve as liaison with patent attorneys, patent development organizations, specialists, or consultants within or without the university, and others whose services are reasonably necessary to develop and utilize the intellectual properties disclosed by inventors.
  - iii. To recommend to the University Council licensing agreements or other arrangements to permit the use by others of patents obtained or held by the university.

## 2.6 Service Responsibilities: University

Faculty members should contribute to the governance of the university in the following ways:

- A. belong to or be represented on the Faculty Senate with all related privileges and responsibilities.
- B. attend school faculty meetings and departmental meetings when they are called.
- C. attend meetings of the University faculty when they are called by the Faculty Senate or by the president for purposes of information, communication, discussion, or recommendation.
- D. serve on department, school, and/or university committees.
- E. sponsor student groups.

- F. complete the Annual Faculty Report (and other reports when requested by the dean or provost) and turn them in to the appropriate administrative officer on time.
- G. give input into the budget priorities of the department and make requests after receiving adequate budget information.
- H. through the chair and in cooperation with other department faculty, participate in requesting space, equipment, and library acquisitions.

## 2.7 Service Responsibilities: Community

- A. Faculty members should actively serve the university's neighborhoods, governments, businesses, and local churches through voluntary activity and/or elected office.
- B. They should use their expertise to inform, advise, or assist these communities.

## 2.8 Professional Activities Versus Conflict of Interest

- A. The university encourages faculty involvement in the community and in other institutions. However, activities resulting from these professional involvements are subject to stated limits set by the university to maintain a balance of competing interests. Full-time faculty members, after obtaining written approval from their dean, may engage in extra-income-producing professional activities which do not raise questions of conflict of interest. A faculty member who violates these policies may be subject to disciplinary and/or legal action by the university.
- B. The responsibility for the application of policies regarding outside professional activities and for the integrity and significance of each extramural project rests primarily upon the individual faculty member.
- C. The criteria used in consideration before approval is granted are as follows:
  - 1. the outside activity is necessary for recertification, for the retention and improvement of professional skills, or for continuing education requirements.
  - 2. the outside activity will increase the teaching or scholarly competence of the faculty member or be of service to the larger community. The university encourages activity which is consistent with the faculty member's fullest professional development.
  - 3. the outside activity will be secondary and will not encroach on the faculty member's time for meeting the responsibilities of their faculty load.

4. the activity undertaken will not detract from the university's reputation or from the professional standing of the faculty member.
  5. the external activity will not involve the faculty member for more than the equivalent of one day per calendar working week. (The allowed time is not cumulative.)
- D. Application is made on the appropriate form to the departmental chair, whose recommendation is forwarded to the dean. A separate application is required for each extramural activity proposed.
  - E. An annual report to the dean is made on the standard form. All compensated professional activities are to be included in the report, such as lectures or general speaking appointments; site visits; consulting services to federal, state, or local government agencies or the Seventh-day Adventist Church. The report includes the number of days spent in the outside activities and any financial interest the faculty member may have in the organization involved, etc.
  - F. A faculty member may not accept an official teaching appointment at another institution without permission of the dean.
  - G. The university stationery or address may not be used in the outside activity.
  - H. University personnel (secretaries, lab assistants, computer experts, etc.), equipment, supplies, or facilities may be used only by permission of the departmental chair and the dean.
  - I. During a leave of absence (see III:4.7A,B) with pay, a faculty member is subject to these provisions.
  - J. No approval is necessary for outside professional activities during vacation times.
2. Faculty members are entitled to freedom of discussion in the classroom and should encourage the consideration of all points of view related to the subject being taught.
  3. Academic freedom allows faculty members to question institutional plans, objectives, or policies. Should informal discussions prove unsatisfactory, they have recourse to due representation through the Faculty Senate without fear of administrative reprisal. They are expected to follow existing policies while seeking their repeal or revision.
- C. A faculty member who believes that personal academic freedom has been violated in a way that violates the terms and conditions of employment has recourse to the faculty grievance procedure (see III:7) without a danger of administrative reprisal.
  - D. The university expects academic responsibility of all its faculty. Academic freedom, like all other freedoms, is subject to limitations and requires certain responsibilities of those who enjoy it. Faculty members are assumed to be responsible in view of their advanced training, education, and experience. Zeal for exploring the growing edge of knowledge must be balanced by concern for the impact of one's influence in word and example upon others. Academic responsibility includes honesty, differentiation between evidence and conclusions, willingness to reexamine conclusions, openness to new evidence, and respect for those of differing viewpoints. The greatest breach of academic responsibility is misrepresentation, either by intent or by the failure to investigate an issue sufficiently. The religious character of the university provides a context and incentive for the responsible exercise of academic freedom.
  - E. Examples of academic irresponsibility include the following:
    1. academic or professional conduct that brings discredit to the university, to an academic discipline, or to an individual in a manner that is illegal or unethical.
    2. abusing the power of one's position and authority to persuade, rather than presenting convincing evidence.
    3. any action that infringes on the academic freedom of others to teach, to conduct research, and to question or test hypotheses.
    4. when speaking as a private citizen, faculty are not spokespersons for the university. Society expects restraint and self-discipline from the faculty of a university. A university faculty member enjoys a status and authority in society that demands responsibility in any statement of one's ideas, especially in controversial or sensitive issues.

## 2.9 Academic Freedom and Academic Responsibility

- A. The university espouses the principle of academic freedom as enunciated by the North American Division, the Association of American Colleges and the American Association of University Professors. A university is a marketplace of ideas, and it cannot fulfill its mission of transmitting, evaluating, and extending knowledge if it requires conformity to any orthodoxy of content or method. The university will protect a faculty member from institutional and non-institutional pressures to restrict academic freedom.
- B. Academic freedom means that:
  1. Faculty members have full freedom to pursue study and research germane to their academic interests and appointments, and to publish the results of their study and research.

5. Flagrant and overt disharmony with or subversion of the philosophy, objectives, and lifestyle of this Seventh-day Adventist university as determined by the Board of Trustees and delineated in its mission statement. (See I.A:1).
- F. The university community has a responsibility to deal justly, kindly and carefully when confronted with instances of apparent academic irresponsibility, but also has an obligation to intervene quickly when academic freedom appears to have been misused.

## 2.10 Academic and Professional Honesty

- A. Faculty members play an important role in ensuring academic honesty at La Sierra University. They must first serve as models of academic integrity in their use of university resources, in their handling of their courses, in their research activities both in relation to the project itself and the rights of the university, and in their relationships with their students. They are responsible for setting clear academic standards for their classes, for informing the students about the parameters for meeting those standards, and for confronting violators.
- B. The university's computer systems contain academic and research data which are sensitive and confidential. Access to the systems is limited solely to university faculty, staff, contract personnel, and students whose jobs require them to record, review, or retrieve these data, or who are involved with system development, operation, or research, and who receive prior clearance from the director of computing information services. This access is a privilege based on trust. Misuse of the privilege of access or unauthorized access to the systems will not be tolerated.
1. Any university employee or student who intentionally accesses or causes to be accessed the systems to devise or execute any scheme to falsely alter, add, delete, damage or destroy data contained therein and belonging to others may be subject to immediate termination from university employment and/or enrollment, and to criminal prosecution.
  2. Any employee or student with knowledge of a violation of this policy shall immediately report the violation to the director of computing information services. Failure to report such knowledge is a violation of this policy.
  3. This policy shall be enforced by a committee chaired by the provost and consisting of the provost, the vice president for financial administration, and the chair of the Computer Coordinating Committee.
    - i. In cases involving a student, the dean and the vice president for student life shall be requested by the provost to join the committee.

- ii. In cases involving a faculty member, the dean shall be requested to join the committee.
- iii. In cases involving a staff person, the director of personnel shall be requested to join the committee.

4. For purposes of this policy, "access" means to instruct, program, communicate with, store data in, or retrieve data from the computer system or operate the system.
- C. Off-air recording of commercial and non-commercial television broadcasts is strictly controlled by law. The university has adopted guidelines in compliance with the doctrine of fair use. A full statement of these guidelines may be obtained from the Office of the Provost. A statement of guidelines for photocopying copyrighted materials for classroom and research use may be obtained from the Office of the Provost.
- D. When committees properly establish rules of confidentiality for their discussions, members of the committees shall not break them, and shall leave the release of information regarding the actions and discussions of the committee to the member(s) of the committee so designated.
- E. All university property under one's care shall be used properly and protected. Damage, loss, or need for repair shall be reported to the proper authority.

## 2.11 Misconduct in Research and Scholarship

The essence of all research and scholarship is the pursuit of truth. Actions that undermine the integrity of scholarly activity may impede the advancement of knowledge, jeopardize the position of collaborators, compromise the work of other investigators, harm innocent members of the general public, and besmirch the reputation of the university. Such misconduct, while extremely rare, cannot be tolerated when it does occur.

In dealing with allegations of misconduct in research, the university must ensure fairness by providing procedures for timely and thorough investigation, by protecting the rights of all parties, and by distinguishing serious breaches of integrity from honest error, simple carelessness, or technical violations of rules.

### A. Scope of Policy

1. The term "misconduct in research" refers to any serious deviation from practices that are commonly accepted within the academic community for proposing, conducting, or reporting research or scholarship. This definition specifically includes plagiarism; fabrication or falsification of evidence or data; unauthorized use of privileged information; and deliberate and substantial violation of federal, state, or university regulations relating to the conduct of research. It does not include honest error or honest

differences in interpretation of data.

2. Researchers and scholars have a special responsibility to assure the integrity of work conducted under their supervision, but all authors in a group effort share responsibility for the published result. Publications should therefore list as authors only those who have contributed to the research, who have reviewed the manuscript carefully, and who are prepared to stand behind the conclusions
3. This policy applies to all employees or other persons conducting research under the auspices of the university.
4. While this policy is general in nature, it is intended to conform to misconduct-in-science policies promulgated by the Public Health Service (42 CFR 50) and the National Science Foundation (45 CFR 689). Accordingly, where applicable, these and all other federal sponsor regulations concerning research misconduct are incorporated by reference and are to have the same effect as if fully written out in this document.

#### B. Appointment of Administrative Officer

1. The provost will appoint an individual to serve as the administrative officer to whom allegations of misconduct in research should be reported. The administrative officer will be responsible for coordinating the implementation of this policy.
2. When the administrative officer has a real or apparent conflict of interest in a particular case, the provost will appoint someone else to serve in this capacity for the duration of the case to assure that it is handled in a fair and impartial manner.

#### C. Allegation of Misconduct

1. Any person who has reason to believe that misconduct in research, as defined in this policy, has taken place should contact the administrative officer. Upon notification that an allegation of misconduct in research has been made, the administrative officer will immediately notify the provost and the appropriate dean(s) of the allegation in writing.
2. The administrative officer will discuss with this individual the procedures to be followed. If the individual decides to make a formal allegation, the administrative officer will initiate a preliminary inquiry. Even if the individual decides not to make a formal allegation, the administrative officer may initiate a preliminary inquiry if in his or her own judgment sufficient cause exists to warrant one.

3. Some concerns reported to the administrative officer may fall outside the scope of this policy. In such a case, the administrative officer will advise the person reporting the concern about other policies or procedures.

#### D. Preliminary Inquiry

1. When an inquiry is initiated, the administrative officer will immediately notify the person suspected of misconduct of the allegation and the process that will follow. The administrative officer will also appoint a committee of three university employees who will conduct a prompt and thorough inquiry into the alleged misconduct. The purpose of this preliminary inquiry will be to gather and review factual information to determine whether a formal investigation is warranted.
2. The three university employees on the inquiry committee will be tenured faculty members if the person suspected of misconduct is a faculty member. Even if the person is not, the committee will include at least one tenured faculty member. Committee members should be free of any conflict of interest and should have appropriate backgrounds for judging the issues at stake. They will secure whatever expertise is necessary and appropriate to evaluate the relevant evidence.
3. The committee will submit a written report to the administrative officer within 60 calendar days of its appointment unless circumstances clearly warrant a longer period. If the inquiry takes longer than 60 days to complete, the committee will provide the administrative officer written documentation of the reasons for exceeding this limit.
4. The report of the committee will state what evidence was reviewed, summarize relevant interviews, and include the conclusions of the committee. The person against whom the allegation was made will receive a copy of this report and have the opportunity to comment on it as part of the record.
5. If the committee determines that the allegation is frivolous, that it cannot be substantiated, or that there is insufficient evidence to justify further investigation, all proceedings will be terminated. If it determines that sufficient evidence exists, the administrative officer will initiate a formal investigation within 30 days of receiving the report.
6. Records of inquiries will include sufficient documentation to explain the basis of the decision to terminate proceedings or to initiate a formal investigation. The administrative officer will maintain these records in a secure manner for at least three years after completion of the inquiry.

E. Formal Investigation

1. The administrative officer will initiate a formal investigation by notifying the individual suspected of misconduct, his or her immediate supervisor, the appropriate chair and dean, and the provost.
2. The provost will appoint a special committee to conduct a formal investigation. The special committee will include five employees of the university who will proceed according to the guidelines in this policy and those elsewhere in the Faculty Handbook.
3. The investigation normally will include examination of all documentation, including but not necessarily limited to relevant research data, proposals, publications, correspondence, and memoranda of telephone calls. The committee conducting the investigation will make every effort to interview all individuals who have made the allegation, been the subject of the allegation, or possess information regarding important aspects of it. Complete summaries of these interviews should be prepared, given to the interviewed party for comment or revision, and included as part of the investigatory file. The committee will secure whatever expertise is necessary and appropriate to carry out a thorough and authoritative evaluation of the relevant evidence.
4. In the course of its work, the investigating committee may discover additional information that justifies broadening the scope of the investigation beyond the initial allegation. The committee should inform both the provost and the person whose conduct is being investigated when it intends to broaden the scope of an investigation.
5. The committee will submit its final report within 120 calendar days of its appointment. If the committee determines that it will not be able to meet this deadline, it must submit to the provost a written request for an extension that includes an explanation for the delay, an interim report on the progress to date, and an estimated date of completion.
6. The administrative officer will be responsible for maintaining records of the investigation in a secure manner for at least three years after completion of the investigation.

F. Sanctions

If the investigating committee finds that misconduct has occurred, sanctions may be implemented in accordance with procedures in the Faculty Handbook.

G. Protection of Rights

1. Individuals against whom allegations of misconduct in research are made will be afforded confidential treatment to the maximum extent possible, a prompt and thorough inquiry and investigation if warranted, and an opportunity to comment on allegations and findings of any inquiry and investigation. When allegations are not confirmed, the university will make diligent efforts to protect the reputations of persons against whom the allegations have been made.
2. The university will also make diligent efforts to protect the privacy, reputations, and positions of those who in good faith report apparent misconduct. Allegations that are not brought in good faith, however, may lead to disciplinary action.

H. Protection of Whistleblowers

The administrative officer will monitor the treatment of individuals who bring allegations of misconduct and those who cooperate in inquiries or investigations. The administrative officer will ensure that these persons will not be retaliated against in the terms and conditions of their employment or other status at the institution and will review instances of alleged retaliation for appropriate action. Faculty or other employees should immediately report any alleged or apparent retaliation to the administrative officer. Also, the university will protect the privacy of those who report misconduct in good faith to the maximum extent possible. For example, if the whistleblower requests anonymity, the university will make an effort to honor the request during the allegation assessment or inquiry within applicable policies and regulations and state and local laws, if any. The whistleblower will be advised that if the matter is referred to an investigation committee and the whistleblower's testimony is required, anonymity may no longer be guaranteed. Institutions are required to undertake diligent efforts to protect the positions and reputations of those persons who, in good faith, make allegations.

#### I. Interim Administrative Action

Pending final disposition of a case, the provost or the administrative officer may take interim administrative action to protect federal funds, the health and safety of research subjects, or the interests of the university.

#### J. Notification of Sponsors

1. External sponsors have a right to expect that the integrity of research for which they provide funding will be maintained.

2. If the university decides after an initial inquiry to proceed with a formal investigation of misconduct in any research project supported by external funds, the administrative officer will notify the sponsoring agency on or before the date the investigation begins. The final report of the investigating committee will ordinarily be submitted to the agency within 120 days of the appointment of the committee. When government agencies or other sponsors require more detailed reporting procedures, the university will comply with those procedures.

3. Depending on the nature of misconduct that is found, the university may also have an ethical responsibility to notify other parties of the conclusions of a formal investigation. These parties may include research collaborators, editors of journals in which the research was published, professional licensing boards, other institutions with which the individual has been affiliated, or other persons or organizations with a direct interest in the matter.

K. The university will comply with all federal regulations pertaining to misconduct in research.

# Appointment, Evaluation, Promotion, and Tenure

3.1	Appointment
3.2	Evaluation
3.3	Promotion
3.4	Tenure

## 3.1 Appointment

The appointment of faculty, either by initial appointment or reappointment, is of critical importance in determining how the university fulfills its spiritual and academic mission. Candidates for appointment should be carefully reviewed so that faculty members will not merely fill positions but will bring to the university spiritual leadership, intellectual distinction, and the potential for eventual promotion to an advanced rank. Candidates for appointment should aspire toward excellence in their commitment to spiritual growth as well as to teaching and to contributing to their professional communities beyond the immediate campus. As a matter of principle, the university is committed to equal employment opportunities for men and women of all races and does not discriminate on the basis of age, handicap, sex, race, color, or national origin. (See Affirmative Action Statement in the Appendix.)

### A. Criteria for Appointment

In harmony with its mission, origins and affiliation with the Seventh-day Adventist Church, the university endeavors to recruit and appoint full-time faculty who are members of the Seventh-day Adventist Church. In the event that a qualified Seventh-day Adventist is not available to fill an advertised full-time faculty position, Christians who demonstrate an understanding of and commitment to the mission of the university will be given preference and may be hired into non-tenure track positions.

At least 90 percent of the full-time faculty must be Seventh-day Adventists. Furthermore, the majority of the full-time faculty in any school and/or department shall be Seventh-day Adventists (all full-time faculty in the H.M.S. Richards Divinity School shall be members of the Seventh-day Adventist Church). It is the responsibility of the faculty's chair/director and/or dean to ascertain the candidate's understanding and commitment to the university mission.

1. General: educational background, scholarly competence, teaching experience, personal qualities, Christian commitment, professional performance, participating in university life, and such other qualities that would contribute to the mission of the university.

2. Specific: such requirements as described in III:3.3 concerning the respective rank designated for the appointment and as described in III:3.4 concerning tenure status for the appointment.

3. A recommendation for appointment is made by the chair of the department in writing to the dean of the school (hereafter any references to the "dean" shall include the director of the Library), who then consults with the provost concerning the recommended appointment.

4. The provost transmits the recommendation to the University Council. If the appointment does not include tenure, the president receives the recommendation from University Council and determines final approval. In the rare case that the appointment includes tenure, the president submits the recommendation from University Council along with the personnel recommendation to the trustees for final approval.

5. When the appointment receives final approval, the president notifies the person by letter including the following items: appointment and date; track, rank and title; status (tenured, tenure track, non-tenure track, full time or part time); effective date (term of appointment); names of the dean and department chair; and the statement that the dean needs to furnish other details.

6. The following additional information regarding the terms of the appointment is given by the dean of the school: reference to the president's letter; salary details, a statement that the appointment is subject to the university Faculty Handbook which the appointee has received, a statement that additional information regarding benefits can be obtained at the Office of Human Resources and Payroll, and details clearly setting forth the duties and responsibilities of the appointee. (See III:2.2A)

### B. Search and Initial Appointment

1. Recruitment shall be initiated by the department chair and/or dean but will include a cooperative effort by the department chair, faculty, dean, and provost to find qualified candidates for faculty vacancies. The department chair will be primarily responsible for the collection of information concerning the candidate's qualifications.

2. In seeking prospective faculty members, a variety of methods should be used to secure applicants for positions. Recommendations from existing university personnel should be sought, notices of vacancies should be sent to other Seventh-day Adventist



colleges and universities, and advertisements should be submitted to appropriate professional and denominational publications according to the policy of the Office of Human Resources and Payroll.

3. Credentials of all candidates for a position shall be evaluated by the appropriate department chair and dean. The dean (hereafter any references to the “dean” shall include the director of the Library), in consultation with the provost’s office and following the provost’s notification to the Board of Trustees, will invite desirable candidates visit the campus at the provost’s expense. Candidate visits will be coordinated by the department chairperson and the chairperson will serve as the host and assume responsibility for determining the schedule of activities.
4. The campus visit will include interviews between the candidate and the dean, provost, and department faculty. Whenever possible the candidate will also give a talk or lecture that is open to the campus and will meet with the president, the Dean of General Education, and with students.
5. A recommendation for appointment is made by the chair of the department in writing to the dean of the school, who then consults with the provost concerning the recommended appointment.
6. Appropriate track, rank, and step will be recommended by the department chair, dean, and provost according to the criteria established in III:3.3.
7. All initial appointments are probationary and are offered for one year unless explicitly stated to the contrary in the dean’s letter of initial appointment.
8. The provost transmits the recommendation to the University Council. If the appointment does not include tenure, the president receives the recommendation from University Council and determines final approval. In the rare case that the appointment includes tenure, the president submits the recommendation from University Council along with the personnel recommendation to the trustees for final approval.
9. When the appointment receives final approval, the president notifies the person by letter including the following items: appointment and date; track, rank and title; status (tenured, tenure track, non-tenure track, full time or part time); effective date (term of appointment); names of the dean and department chair; and the statement that the dean needs to furnish other details.
10. The following additional information regarding the terms of the appointment is given by the dean of the school: reference to the president’s letter, salary details, a statement that the appointment is subject to the university Faculty Handbook which the appointee has received, a statement that additional

information regarding benefits can be obtained at the Office of Human Resources and Payroll, and details clearly setting forth the duties and responsibilities of the appointee. (See III:2.2A)

### C. Reappointment

1. Non-tenured faculty seeking reappointment are eligible for employment contracts according to the following guidelines: one year for instructors; one to three years for assistant professors, assistant librarians or lecturers; and one to five years for associate professors, full professors, associate librarians, full librarians, lecturer IIs or senior lecturers.
2. Renewal of a faculty contract is contingent upon satisfactory completion of the evaluation process described in III:3.2.
3. A reappointment will be subject to the “Annual Individualized Faculty Plan” set forth in III:2.2A.
4. The university is obligated to guarantee employment for the term of the contract, except as described in III:6. entitled “Separation.”
5. Faculty members retain a yearly option to discontinue their service to the university by giving timely notice. (See III:6.1)
6. Application procedure:
  - i. if a faculty member seeks reappointment, it is his/her responsibility to initiate the process on the Faculty Reappointment Request Form by October 15 of an academic year.
  - ii. if a reappointment is not applied for or granted, a one-year contract may be offered at the discretion of the dean.

## 3.2 Evaluation

### A. Responsibility

It is the responsibility of the dean of each school to develop and implement, from the following guidelines, specific evaluation policies for their school for the purpose of assessing faculty performance and candidacy for promotion and tenure. Evaluation of a department chair shall be performed by a senior faculty member selected by the dean or provost in consultation with the department chair under evaluation.

### B. Frequency of Evaluation

The process of evaluation and collection of evaluation data is on-going; however, the process shall be formalized and summarized at least once per year for non-tenured faculty and once every three years for tenured faculty.

### C. Peer Review

Peer review shall be conducted for the purpose of evaluating a faculty member’s teaching performance

according to the following list of procedures:

1. The chair of the department shall develop a set of specific criteria to evaluate, among other items, quality of course content, organization of materials, clarity of presentation and explanation, responsiveness to student questions, student involvement in discussion, and use of teaching aids.
2. The faculty member, in consultation with the chair of the department, shall select a peer from the department in which the faculty member teaches or another department at the University to serve as the evaluator.
3. The evaluator will visit a minimum of one three- or four-unit class for the duration of that class period.
4. The evaluator will then prepare a report of the faculty member's performance to submit to the chair of the department.

#### D. Student Review

Student review shall be conducted for the purpose of evaluating a faculty member's teaching performance according to the following list of procedures:

1. The provost shall develop a standard student rating form that can effectively evaluate a wide range of instructional characteristics and abilities.
2. The provost shall provide scoring and tabulation services for the student rating forms if requested by a school or department chair.
3. Each faculty member shall be provided the results of the student evaluations on a prompt basis.

#### E. Chair Evaluation

The chair evaluates the quality of the faculty member's teaching, research, and service. They then prepare a summary evaluation document using the data obtained from the various evaluation sources.

1. The chair shall visit and evaluate a minimum of one, maximum of two, teaching classes per year. One visit may be unannounced.
2. Within two weeks of the evaluation, the chair will prepare a summary evaluation of the visit and conduct an evaluation interview with the faculty member. The faculty member will be provided a copy of the summary evaluation.
3. The faculty member shall be given the opportunity to prepare a written response to the summary evaluation, which shall become a part of the summary evaluation document. The summary evaluation and response become a part of the faculty member's evaluation file.

#### F. Evaluation Follow-Up

1. The dean or chair shall conduct an evaluation interview with the faculty member following the

completion of the summary evaluation document.

2. During the course of the evaluation interview, the faculty member shall be provided an opportunity to read, discuss, and receive a copy of the summary evaluation document.
3. If the faculty member disagrees with any evaluation statements recorded within the document, they shall be given the opportunity to prepare a written comment that shall become a part of the summary evaluation document. Additionally, the department chair may attach a rebuttal.
4. The summary evaluation document shall constitute a part of the "Annual Individualized Faculty Plan." (See III:2.2A)

#### G. Evaluation Files

The evaluation files for each faculty member shall be maintained by the dean in a secure location in either the dean's office or in a place designated by the dean. The location of such files are to be known by each faculty member, and each individual's file shall be available for inspection by that faculty member and the school and university Committees on Rank and Tenure.

### 3.3 Promotion

The university has a responsibility to continually improve its academic stature. This improvement calls for increasing rigor in the application of evaluation criteria in the process of promotion of faculty members. However, the university recognizes that no faculty member can simultaneously and successfully engage in all of the areas listed below while preparing for promotion to an advanced rank. Therefore, each faculty member seeking promotion will make long-range plans, in consultation with the department chair and dean, to develop a program to successfully address such criteria that would best assist them in meeting their professional goals and attaining the desired rank.

#### A. General Criteria for Promotion

Faculty seeking promotion to a higher rank will be evaluated based on three broad areas depending on their academic track. Faculty on the professor or librarian track will be evaluated in all three areas. Faculty on the lecturer track will be evaluated in the two areas of teaching and service. The following paragraphs illustrate the qualities a candidate should possess in each area as appropriate for their academic track.

1. *Teaching effectiveness*: In class: quality of course content, organization of materials, clarity of presentation and explanation, responsiveness to student questions, student involvement in discussion, use of teaching aids, evaluation of student achievement. In personal relationships with students: openness and accessibility to students, stimulation of intellectual curiosity and growth, sensitivity to

student problems and needs, soundness of academic advisement.

2. *Professional achievement and Academic Growth (professor and librarian tracks only)*: activity in recognized professional associations and societies; publication or presentation of research or other scholarly or creative work recognized in the faculty member's academic discipline; participation in advanced professional courses, seminars, work institutes; other professional involvement or contributions.

3. *Service to the university*: effective membership on committees of the department, school, and/or university; active participation in the intellectual, social, and religious life of the university; service as advisor to student organizations and activities; representing the university in community and church activities; participation in departmental and school faculty meetings.

#### B. Specific Academic Rank Criteria

La Sierra University comprises several schools offering a variety of undergraduate and graduate programs. Since the content and emphasis of these programs vary greatly, the credentials of faculty are expected to be diverse. The evaluation of faculty for promotion takes into account the nature of the program and the school in which the faculty member is involved, as well as a combination of teaching, scholarly and service activities as appropriate for their academic rank, and other contributions a faculty member makes to the university. The quality of performance must always be evaluated according to the standards of excellence appropriate to the department or school and the responsibilities of the faculty member.

##### 1. Instructor

- i. Bachelor's or higher degree required.
- ii. Relevant experience, credentials, registration, or licensure as required by the department.
- iii. Demonstrated aptitude and interest in classroom and/or laboratory teaching.

##### 2. Assistant Professor or Assistant Librarian

- i. An earned doctorate or terminal degree OR
- ii. A master's degree and a minimum of two years (not including the year of application) of relevant teaching or other experience demonstrated to be equivalent within the

discipline.

- iii. Demonstrated aptitude for and interest in classroom and/or laboratory teaching.

##### 3. Associate Professor or Associate Librarian

- i. Earned doctorate, terminal degree, or equivalent professional achievement.
- ii. Minimum of four years of teaching at the assistant professor level (not including the year of application), or relevant professional experience and a minimum of two years (not including the year of application) of teaching as an assistant professor.
- iii. A pattern of research and scholarship demonstrated in any combination of the following ways that yield two or more evidences or products of scholarship within the most recent three academic years [see III:3.4H for extension policy and the Preamble of Appendix J for definition of scholarship]:
  - a. Papers published in appropriate professional journals.
  - b. Papers presented to national, state or regional professional society meetings within the most recent three years.
  - c. Other evidences of scholarship appropriate to one's discipline, as defined in Appendix J. These may be papers, reports, performances, exhibitions, etc., that derive from one's profession.
  - d. At least one of the evidences of research and scholarship must be published, presented, exhibited or performed while under appointment at the university.

- iv. Demonstrated growth in response to academic responsibilities within the department and university.

- v. Demonstrated professional service to the university, church, community, and/or alumni.
- vi. Demonstrated commitment to the stated mission, objectives, and goals of the department and university.

##### 4. Professor or Librarian

- i. Academic training, experience, and professional activity as required for the rank of associate professor.
- ii. A minimum of three years of teaching at the associate professor level (not including the year of application), plus a minimum of five additional years of teaching or relevant professional experience.
- iii. Continued growth in teaching, scholarly activity, and service beyond that expected for the rank of associate professor, with significant achievement

and/or leadership in at least one area.

- iv. Continued personal and public commitment to the stated mission, objectives, and goals of the department and university.

5. Lecturer

- i. Demonstrated effectiveness in teaching.
- ii. Earned master's degree in the area of responsibility.

6. Lecturer II

- i. Minimum of nine years of outstanding teaching at the lecturer level (not including the year of application), or relevant professional experience and a minimum of four years (not including the year of application) of outstanding teaching as a lecturer.
- ii. Earned master's degree in the area of responsibility.
- iii. Demonstrated growth in response to academic responsibilities within the department and university.
- iv. Demonstrated professional service to the university, church, community, and/or alumni.
- v. Demonstrated commitment to the stated mission, objectives, and goals of the department and university.

7. Senior Lecturer

- i. Academic training, experience, and professional activity as required for the rank of lecturer II.
- ii. A minimum of four years of excellent teaching at the lecturer II level (not including the year of application, plus a minimum of ten additional years of outstanding teaching or relevant professional experience.
- iii. Continued growth in teaching and service beyond that expected for the rank of lecturer II, with significant achievement and/or leadership in at least one area.
- iv. Continued personal and public commitment to the stated mission, objectives, and goals of the department and university.

8. Emeritus

- i. Professor, librarian, senior lecturer, associate professor, associate librarian, or lecturer II II
- ii. Exceptionally meritorious contribution to teaching, scholarship, or service to the university and its communities for a minimum of 15 years, with good standing in the other category(ies) as appropriate to the academic track. Exceptionally meritorious contributions shall be seen as those which illustrate that the individual, having demonstrated accomplishments warranting her/his prior rank, continued to grow, engage,

and contribute beyond what was required for that rank.

The criteria and procedures for promotion to emeritus status are the same as for a regular promotion [see III:3.3A,C] except the dean chooses someone other than the candidate to submit the following: the material the candidate would normally prepare; a document that establishes the import and scope of the candidate's contributions to the university; letters of recommendation from colleagues and/or former colleagues and former students. Emeritus dossiers should normally be submitted within five years of a candidate's official retirement from the university, as finalized by University Council. .

C. Procedures for Promotion

1. Promotion to a higher academic rank is ordinarily initiated by the faculty member, but may also be initiated by the department chair or by the dean after consultation with members of the department. Given the complexity of the materials and the shortness of the time-line, it is expected that the applicant and department chair shall collaborate in the preparation of the application and dossier during the previous academic year.

General directions for preparing the candidate's dossier are available from the provost's office and the university website. [The "application file" consists of two collections of materials: the "dossier," compiled and submitted by the faculty applicant and containing materials as stipulated here in III.3.3C.2(i)-(iv), and the "accompanying documents," beginning with the peer and student reviews and the chair's statement, and accumulated in the review process prescribed below, in III.3.3C.4.]

2. The candidate is responsible for the preparation and submission of the following materials which are included in the dossier:
  - i. A cover sheet with name, date, department, degrees (with dates), present rank (with date of appointment to this rank), the request for promotion to a specific rank, and the specific years over which the candidate is to be reviewed.
  - ii. A personal statement by the candidate that discusses the candidate's philosophy and achievements in teaching, scholarship and service as appropriate to their academic track, making a clear case that they satisfy the promotion criteria.
  - iii. A curriculum vitae that follows the format established by the Faculty Senate, available from the provost's office and the university website.
  - iv. Other materials as appropriate to the academic track that would be helpful to the rank and

- tenure committee in evaluating the request for promotion including, but not limited to, course syllabi, copies of papers in published form or presented (copies of schedules from professional meetings attended showing candidate's participation), letters of reference from colleagues describing the candidate's service to the university and/or community, etc. Candidates should consult with their dean regarding school-specific requirements.
3. The department chair is responsible for the preparation and submission of the following materials which are included in the application file. [See III:3.3C.6 if the candidate is the department chair or III:3.3C.5 if there is no department]:
    - i. A letter that evaluates the candidate in the context of the years of service appropriate to the promotion application, and directly addresses the criteria for promotion listed in Section 3.3B. and the corresponding to the promotion application, and directly addresses the criteria for promotion listed in Section 3.3 B and the corresponding school-specific criteria. The letter must assess and interpret evaluations of the candidate's teaching, scholarship, and service as appropriate to the academic track, and provide orientation to special or unusual features of the candidate's dossier. If relevant professional experience is to replace teaching experience or an equivalent terminal degree, the letter must indicate exactly which items listed in the rank criteria are to be used and how the candidate's experience or achievements successfully substitute for or meet the requirements.
    - ii. Copies of the candidate's annual (or triennial in the case of a tenured faculty member) evaluations by the chair (or dean, if no chair) for the specific years under review.
    - iii. A summary and interpretation of peer evaluations of teaching for the specific years under review, and of at least the three most recent years of student course evaluations. (Raw, undigested data will not be accepted by the rank and tenure committees.)
    - iv. A statement that reflects the opinion and rationale of the department members concerning the requested rank advancement.
  4. An application for promotion is considered when submitted with an evaluation and recommendation by the department's faculty, the school's rank and tenure committee, and the university Rank and Tenure Committee, except for promotion from instructor to assistant professor, which may be considered on the recommendation of the dean and the department's faculty.
    - i. *Submission:* The faculty member shall submit to the department chair or to the dean in the case of no department, the completed application with supporting materials (hereinafter referred to as the "dossier") by the Monday of the first week of the fall quarter.
    - ii. *Department:* By the end of the third week of the fall quarter the department shall complete its review. The opinions, insights and rationale of the department with respect to the promotion request shall be included in the department chair's statements as outlined above.
      - a. This entire file shall be forwarded by the department chair to the dean no later than the beginning of the fourth week of the fall quarter.
      - b. Notice of this action shall be promptly communicated in writing to the faculty member by the department chair, with copy to the dean.
    - iii. *School:* Upon the dean's review for basic eligibility, the application file shall be forwarded by the dean to the school rank and tenure committee. The school committee shall complete its work and report its recommendation to the dean no later than the end of the fall quarter.
      - a. If the school committee recommends promotion and the dean concurs, this recommendation, together with the reasons supporting it, shall be added to the application file. This entire file shall be forwarded by the dean to the provost no later than the first Monday of the winter quarter. Notice of this action shall be communicated in writing to the faculty member by the dean, with copy to the department chair, no later than the first Monday of the winter quarter.
      - b. If the school committee or dean decides not to recommend promotion, notice of this decision with its accompanying reasons for denial shall be communicated in writing by the dean to the faculty member, with copy to the department chair, by the same deadline.
    - iv. *University:* Upon the provost's review for basic eligibility, the application file shall be forwarded by the provost to the university Rank and Tenure Committee no later than the beginning of the fourth week of the winter quarter. Notice of this action shall be promptly communicated in writing by the provost to the faculty member, with copies to the dean and department chair. The university committee shall complete its work and report its recommendation to the

provost no later than the end of the winter quarter.

a. If the university committee recommends promotion and the provost concurs, this recommendation, together with the reasons supporting it, shall be added to the application file. Notice of this action shall be promptly communicated in writing to the faculty member by the provost, with copies to the dean and department chair.

b. If the university Rank and Tenure Committee or provost decides not to recommend promotion, notice of this decision with its accompanying reasons for denial shall be promptly communicated in writing by the provost to the faculty member, with copies to the dean and department chair.

- v. The provost shall forward the following items to the president: 1. the University Rank and Tenure Committee's recommendation for promotion, 2. the dossiers, and 3. the provost's recommendation.
- vi. The president shall forward his or her recommendation along with the above recommendations to the University Council for consideration.
- vii. After the application for promotion has been voted on by the University Council, the president shall promptly provide written notification of the outcome to the faculty member, the department chair, the dean, and the provost.
- viii. Promotions ordinarily become effective July 1, and except in unusual circumstances are not retroactive.

5. In the case of an applicant with no department chair, the dean shall choose a faculty member (ideally a tenured senior member of the department) to prepare and submit the materials normally submitted by the department chair.

6. In the case of a department chair seeking promotion:

- i. The position of "departmental chair" is an administrative post, and is not central to the criteria for promotion. Performance and qualification as a faculty member are the primary factors to be considered. However, performance as a chair does influence a candidate's public image and service to the university. Since university service is one of the criteria upon which the candidate is examined, a chair's administrative ability will figure in the

overall evaluation.

ii. The procedure is as follows:

a. The chair prepares the same dossier material as does any other candidate.

b. The dean chooses a faculty member (ideally a tenured senior member of the department) to prepare and submit the materials normally submitted by the department chair.

### 3.4 Tenure

Tenure is an expression of mutual confidence between the university and a faculty member and an expectation that continuing service of the faculty is appropriate and desirable, from the standpoint of both the faculty member and the institution, and that this service is expected to continue unless adequate cause to warrant termination would subsequently arise [see III:6]. It is an expression of confidence that a faculty member will continue to be a valued colleague, a good teacher, and an active scholar, artist or leader in one's profession. Tenure is granted by the Board of Trustees to a faculty member who has completed a probationary period within the university and has received positive recommendations through the prescribed faculty and administrative review processes. To the faculty member, tenure provides a reasonable assurance of continuing faculty service, continuing exercise of the opportunity and responsibility of academic freedom and an accompanying degree of financial stability. To the institution, tenure provides a reasonable assurance of responsibility, mature leadership and continuity in the faculty. Tenure is an affirmation that the faculty member has shown evidence of personal and professional development during the pre-tenure probationary period, aspires to continue this development, accepts and embraces the mission and standards of La Sierra University, and accepts the responsibility to work in spirit and in deed for the support of its mission.

#### A. Criteria for Tenure

- 1. Tenure for initial appointees will be subject to the tenure requirements established by the university and will not be granted automatically upon leaving a tenured position from another institution.
- 2. Tenure may be granted only to faculty on the professor track and may become effective with the rank of associate professor or above.
- 3. The candidate must be fulfilling the criteria for his/her present rank.

4. The candidate must have an appropriate terminal degree or its equivalent.
5. The candidate must be judged to have expertise which the university deems will be pertinent to the advancement of its educational goals.
6. The candidate must show promise of remaining a productive member of the academic community and of the university.
7. The candidate must demonstrate the highest standards of personal and professional integrity and command the professional respect of her/his colleagues.
8. The candidate must demonstrate commitment to the mission and standards of La Sierra University.

#### B. Date of Tenure

Beginning with a full-time, tenure track appointment at the rank of instructor or a higher rank, the probationary period shall normally not exceed eight years of full-time continuous service, considering within this period full-time service in any regionally accredited college or university. [See section III.3.4H for extensions of the probationary period.] The precise terms of any credit given for previous teaching and/or relevant professional experience and the length of the probationary period to be fulfilled at the university shall be stated in writing at the time of the initial appointment and shall be incorporated into the initial letter from the dean offering appointment.

Tenure review normally occurs during the seventh year of the probationary period, and is based upon the record of teaching, scholarship, and service accumulated during the previous six years.

1. The university may recognize superior performance by offering an early consideration for tenure; however, the individual faculty member may not apply for early review.
2. A faculty member may request a one-year delay of the final review, with the final review coming during the eighth probationary year. A faculty member who postpones the review into the last year of the probationary period and is denied tenure will not receive additional annual or multi-year appointments. This constitutes notification of non-renewal in the case of denial of tenure. See III:6.3 and 6.7.
3. Probationary faculty may, at their election, undergo a trial review in their fourth year in addition to the formal and mandatory seventh year review. These performance reviews shall be conducted by the department, dean, school and university rank and tenure committees, and the provost.

#### C. Procedure for Tenure

1. Although the parties at each step of the tenure review process—from faculty member to trustees—are responsible for insuring a candidate's compliance with the criteria for tenure, each party has primary areas of responsibility in the process. Given the complexity of the materials and the shortness of the time-line, it is expected that the applicant and department chair (or dean, if no department) shall collaborate in the preparation of the application and dossier during the previous academic year.
2. General directions for preparing the candidate's dossier are available from the provost's office and the university website. [The "application file" consists of two collections of materials: the "dossier," compiled and submitted by the faculty applicant and containing materials as stipulated here in III.3.4C.2.(i), and the "accompanying documents," beginning with the peer and student reviews and the chair's statement, and accumulated in the review process prescribed below, in III.3.4C.3-5].
  - i. In preparation for the review process the faculty member along with the department chair shall prepare a dossier which shall include but is not limited to the following:
    - a. Cover sheet: A cover sheet with the candidate's name, department, degrees obtained, present rank, the beginning date of the tenure probationary period, the beginning date and length of any extensions [see III.3.4H], and the request for tenure.
    - b. Curriculum Vitae: A curriculum vitae that conforms to the format established by the university's Rank and Tenure Committee.
    - c. Scholarly Production: An itemized, chronological annotated list of all scholarly production. Copies and other materials evidencing the candidate's publications, presentations, performances or related indicia of scholarly production should be attached to the list.
    - d. Service Record: An itemized, annotated list of all service and/or academic management participation. Copies of all documents that evidence specific programs developed, implemented and/or administered by the candidate should be attached to the list.
    - e. Personal Statement: The candidate shall develop a case that demonstrates his/her effectiveness as a faculty member and his/her commitment to the university's mission. The statement shall include but not be limited to the General Criteria for Promotion. [See III 3:3 A].

f. Additionally, the chair shall prepare the following accompanying documents:

g. **Peer and Student Review:** The chair will review and prepare a summative analysis of peer and student evaluations covering the course of the probationary period. The chair shall assess the data with a view toward measuring the personal and professional development of the candidate for the probationary period. Representative written comments by students and peers should be included in the analysis.

h. **Statement by chair:** The chair shall prepare a statement recommending that tenure be granted or denied and shall make that determination based upon the following criteria (In the fourth year review the chair will summarize progress being made toward tenure.):

01. The strength of the supporting documentation.
02. The personal and professional development of the faculty member.
03. The opinion of department members concerning the tenure request.
04. The way in which the candidate fulfills the objectives of the department and the university.

- ii. Throughout the tenure process, the faculty member shall be entitled to review the documentation in the application file, with the exception of letters of recommendation or reference.
- iii. During the tenure process, the records shall be maintained in the offices of the dean and provost.

3. **Submission:** The faculty member shall submit to the department chair, or to the dean in the case of no department, the completed tenure application with supporting materials (hereinafter referred to as “the dossier”) by the Monday of the first week of the fall academic quarter of the seventh year of the probationary period [or eighth year if the one year delay has been requested, per III:3.4B.3].

4. **Department:** By the end of the third week of the fall quarter the department shall complete its review. The opinions, insights and rationale of the department with respect to the tenure request shall be included in the department chair’s statements as outlined above.

- i. The entire application file shall be forwarded by the department chair to the dean no later than the beginning of the fourth week of the fall quarter.

- ii. Notice of this action shall be promptly communicated in writing to the faculty member by the department chair, with a copy to the dean.

#### 5. School Procedures

i. The dean shall review the tenure application file for basic eligibility and promptly forward the file to the school rank and tenure committee. The dean shall also provide input to the committee, evaluating the candidate to ensure that the academic and administrative needs of the school’s strategic plan have been adequately addressed in the decision; and to provide the perspective of the school’s chief administrative officer on the faculty member’s contributions to the school’s mission and objectives.

ii. The school rank and tenure committee is primarily responsible for ensuring that the recommendations of the department and chair coincide with the standards of teaching, research, and service set by the school through its faculty. The school rank and tenure committee shall complete its work and report its recommendation to the dean no later than the end of the fall quarter. The recommendation of the school rank and tenure committee, a statement of reasons for its recommendations and the recommendations and evaluation of the dean shall be added to the file, and a copy sent by the dean to the candidate and to the department chair. The candidate shall be notified by the dean if new material should, in the opinion of the school, be added to the dossier. (In the fourth year review, the committee will summarize progress being made toward tenure.)

iii. If the school rank and tenure committee recommends tenure and the dean agrees, the entire application file shall be submitted to the provost no later than the first Monday of the winter quarter.

iv. If the school rank and tenure committee denies tenure, the faculty member must be given written notice within five academic days, detailing the specific reasons for denial of tenure. A faculty member shall have five academic days after notification by the dean to respond in writing to the specific details cited in the denial notification. Faculty member rebuttals should be addressed to the chair of the school rank and tenure committee with a copy sent to the dean and the department chair. The school rank and tenure committee shall reconvene within ten academic days upon receipt of the faculty member’s rebuttal. If upon completion of the review process, the school rank and tenure committee elects to reverse



the denial and recommend tenure, the faculty member will be notified in writing by the dean. If the school rank and tenure committee elects to adhere to the denial, that decision shall be final and shall be confirmed in writing by the dean to the faculty member with a copy to the department chair.

- v. If the dean does not agree with a recommendation for tenure from the school rank and tenure committee, the dean will meet with the committee to present and discuss the rationale for denial of tenure. If after meeting with the committee the dean still does not agree with the committee's recommendation to grant tenure, tenure will be denied and this decision shall be final. The decision, together with the reasons for it, shall be communicated by the dean in writing to the candidate, the department chair and the school rank and tenure committee within ten academic days after the meeting of the dean with the school rank and tenure committee.

#### 6. University Procedures

- i. The provost shall review the tenure application file for basic eligibility and forward the file to the university Rank and Tenure Committee no later than the beginning of the fourth week of the winter quarter. The provost shall also provide input to the committee, evaluating the candidate to ensure that the academic and administrative needs of the university's strategic plan have been adequately addressed in the decision; and to provide the perspective of the university's chief academic officer on the faculty member's contributions to the university's mission and objectives.
- ii. The university Rank and Tenure Committee is primarily responsible for ensuring that the recommendations of the school and dean coincide with the standards of teaching, research, and service set by the university through its faculty. The university Rank and Tenure Committee shall complete its work and report its recommendation to the provost no later than the end of the winter quarter. The recommendation of the university Rank and Tenure Committee, a statement of reasons for its recommendation, and the recommendations and evaluation of the provost shall be included in the application file, and copies sent by the provost to the candidate, department chair and the school dean and school committee. The candidate shall be notified in writing by the provost if new material should, in the opinion of the university, be added to the dossier. (*In the fourth year review the committee will summarize*

*progress being made toward tenure.*)

- iii. If the university Rank and Tenure Committee recommends tenure, this decision is communicated, in writing, to the provost for submission to the president.
- iv. If the university Rank and Tenure Committee denies tenure, the faculty member must be given written notice within five academic days, detailing the specific reasons for denial of tenure. A faculty member shall have five academic days after notification by the provost to respond in writing to the specific details cited in the denial notification. Faculty member rebuttals should be addressed to the chair of the university Rank and Tenure Committee with a copy sent to the provost. The university Rank and Tenure Committee shall reconvene within ten academic days upon receipt of the faculty member's rebuttal. If upon completion of the review process, the university Rank and Tenure Committee elects to reverse the denial and recommend tenure, the faculty member will be notified in writing by the provost. If the university Rank and Tenure Committee elects to adhere to the denial, that decision shall be final and shall be confirmed in writing by the provost to the faculty member, the department chair, the school dean and the school committee.
- v. If the provost and the president concur with a recommendation for tenure from the university Rank and Tenure Committee, the Committee's recommendation is readied for submission to the board of trustees no later than four weeks prior to their spring meeting for their approval. Notice of this action shall be communicated in writing by the provost to the faculty member, the department chair, the school dean and the school committee.
- vi. If the provost or the president does not agree with a recommendation for tenure from the university Rank and Tenure Committee, that individual will meet with the committee to present and discuss the rationale for denial of tenure. If after meeting with the committee the provost or the president still does not agree with the committee's recommendation to grant tenure, tenure will be denied and this decision shall be final. The decision, together with the reasons for it, shall be communicated by the president in writing to the candidate, the department chair, the school dean, the provost, the school rank and tenure committee and the university Rank and Tenure Committee within ten academic days after the meeting of the provost and/or president with the university

Rank and Tenure Committee.

- vii. When tenure has been voted by the trustees, or should the trustees not agree with the recommendation, their decision, together with the reasons for it, shall be communicated in writing within thirty days of the trustee's action by the president to the candidate, the department chair, the dean of the school, the provost, the school rank and tenure committee and the university Rank and Tenure Committee.

D. Failure to Achieve Tenure

If a faculty member fails to receive tenure from the Board of Trustees, the President will notify the faculty member of the refusal of tenure within thirty days, and at least six months before the termination of their probationary appointment. In the case that tenure is denied, the University will fulfill its obligations of employment through the end of the probationary period. The faculty member who has been denied tenure at any point in the review process will fulfill their probationary appointment obligations to the end of the appointment period. Their present appointment will not be renewed and no further annual or multi-year appointments will be issued. In accord with III:3.4B.3, a faculty member reviewed for tenure during the eighth probationary year (not counting extensions) who does not receive tenure will not receive additional annual or multi-year appointments, even if notification time is thereby shorter than that provided in III:6.7.

E. Review of Tenured Faculty

Faculty with tenure are reviewed every three years. [See III:3.2]

F. Sabbaticals and Leaves

1. A sabbatical (as defined in III:4.2) will count toward promotion in rank and/or tenure unless the faculty member and the university agree in writing to waive this provision at the time the leave is granted. A leave of absence with pay for less than an academic year will count toward promotion and/or tenure. A leave of absence without pay for one academic year or more will not count toward promotion or tenure unless the faculty member and the university agree in writing to the contrary at the time the leave is granted.
2. Tenure ceases when a faculty member voluntarily takes a leave of absence without university salary and there is no obligation to return to the university.

G. Retreat Rights

1. A faculty member who has a tenured appointment and who accepts an academic administrative position with the university retains her/his rank and tenure in the department and school of the faculty appointment, unless there is a specified written agreement to the contrary. Upon the conclusion of the administrative service, the faculty member will be re-employed in a faculty position as similar as possible to the one previously held, subject to the current salary and benefits associated with the original rank.
2. A faculty member on a tenure-track appointment, who has not previously acquired tenured status, and who accepts an academic administrative position with the university, retains her/his rank in the department and school of the faculty appointment, unless there is a specified written agreement to the contrary.

Once the administrative assignment expires or is terminated, the returning faculty member shall have the option to resume the probationary clock where it was left off, or to re-negotiate the length of probation.

The returning faculty member will be re-employed in a faculty position as similar as possible to the one previously held, subject to the current salary and benefits associated with the original rank, provided that all of the following apply:

- i. the faculty member meets the minimum qualifications for the discipline to which they wish to return,
  - ii. the faculty member previously completed at least two years of service as a faculty member at the university,
  - iii. the termination of the administrative assignment is for any reason other than cause.
3. A faculty member on a non-tenure-track appointment, who accepts an academic administrative or professional staff position with the university, relinquishes her/his rank in the department and school of the faculty appointment and has no retreat rights.
  4. Academic administrators who have not been faculty at the university prior to their administrative appointment, have no retreat rights.

H. Extension of Tenure Probationary Period

Faculty may request an extension of their tenure probationary period subject to the conditions of this section. Typically, a tenure review decision reflects on the growth and achievements of a faculty member over a six-year period with the mandatory review in the seventh year. Faculty may request a one-year extension of the review date into the eighth probationary year as

per III:3.4B.3.

However, certain circumstances not germane to the tenure decision may impede a faculty member's progress toward achieving tenure. For example, the responsibilities with respect to childbirth or adoption, significant responsibilities with respect to elder or dependent care obligations, disability or chronic illness, or similar consuming circumstances may occur, which are beyond the control of the faculty member. Under such circumstances the faculty member may request an extension of her or his Tenure Probationary Period.

The total extension of a faculty member's tenure probationary period may not exceed two years, for a total probationary period of up to ten years, with the mandatory review in the ninth or tenth year. Extensions are awarded in whole year increments as described in (1) below. Written requests for extensions should be made in a timely manner, proximate to the events or circumstances which occasion the request, and should include appropriate documentation.

#### 1. Conditions that may extend the Tenure Probationary Period

- i. Extension of the tenure probationary period when the faculty member requires Family Leave. (See Family Leave III:5.5B) (One-year extension)
  - a. In recognition of the time and energy that receiving a new child (by birth, adoption, foster placement, or step-child) into one's family can take, faculty who become a parent may request an extension of their tenure probationary period. A faculty member may utilize this provision only twice.
  - b. The demands of caring for dependents, such as children, ill or injured spouse, or aging parents, may seriously affect the time and energy faculty can devote to their professional responsibilities during the tenure probationary period. In recognition of the difficulty of combining an academic career with the demands of significant dependent care, a faculty member in these circumstances may be granted a tenure extension of one year.
- ii. Extension of the tenure probationary period when the faculty member takes Sick Leave or Disability Leave. (See Sick Leave III:5.3; Pregnancy Leave III:5.4; Family Leave to care for one's self III:5.5A.3; Worker's Compensation III:5.22; Disability Insurance III:5.23; Long Term Disability Insurance III:5.24) The Director of Human Resources should be consulted regarding the appropriate application of these policies. (One-year extension)  
Sick Leave or Disability Leave may be grounds for extending the tenure probationary period. The

university may authorize such leave according to university policies. When Sick or Disability Leave is granted to a probationary faculty member, an extension of the tenure probationary period may be requested. Faculty members who elect to take a qualifying leave and choose not to request an extension of their probationary period may change their mind within six months of returning from leave. Faculty exercising this option must notify their department chair, where appropriate, or dean in writing within the six-month period. (See 2.ii below for submitting requests confidentially)

Typically, for an illness or disability to qualify as a reason to extend the tenure probationary period, the illness or disability must be accompanied by utilization of Sick Leave or Disability Leave. Utilization of Sick Leave or Disability Leave is the standard by which the university determines that the illness or disability represents a significant disruption to job performance. By continuing to draw full salary from the university during an illness or disability, faculty members implicitly certify to the institution that they are fulfilling the teaching, research, and service obligations for which they are being paid.

The utilization of Sick Leave or Disability Leave is the criterion to distinguish serious illness situations (for which the tenure probationary period should be extended) from less disruptive circumstances that do not justify extending the probationary period. The university reserves the right to require a faculty member to utilize Sick Leave or Disability Leave when in its judgment the faculty member cannot meet her or his obligations.

- iii. Extension of the tenure probationary period when the faculty member takes Personal Leave of Absence. (See Leave of Absence III:4.7C) (One-year extension)

Faculty members may request a Personal Leave of Absence during their tenure probationary period. Reasons may be related to the need to attend to personal or family matters that either are not covered under sick and family leave policies, or during which time the faculty member will not be able to pursue their scholarly or creative projects. Personal Leave of Absence (or Study Leave) related to full-time pursuit of scholarly or creative work opportunities at national laboratories, government or private sector facilities, or for other circumstances during which time scholarly or creative projects can be pursued may not be the basis for extending the probationary period. In most other cases, a Personal Leave of

Absence may be considered a basis for a request to extend the probationary period. Because a personal leave brings no salary or benefits to the employee, the Director of Human Resources should be consulted regarding the consequences of utilizing this type of leave.

- iv. Extension of the tenure probationary period when the faculty member chooses a reduced appointment. (See Salaried Employee Handbook, p. 1, "Employee Status") (One-year extension)

For financial, medical, or personal reasons, faculty members may sometimes elect to take a reduced appointment. For example, a faculty member recovering from an illness or accident may be able to carry on teaching and service duties, but unable to conduct their research/creative work because of a temporary physical limitation that restricts travel or concentration. (See 2.ii. below for submitting requests confidentially)

NOTE: A full-time employee works 72 or more hours per 80-hour pay period; i.e., 90% or more employment is "full-time." Assignments that require less than 72 hours per pay period or less than 90% of full-time are considered part-time employment. Reduced appointments of 50% to 90% accrue pro-rated retirement benefits, but all other benefits cease. All benefits cease, including retirement benefits, with a part-time appointment of less than 50%. Faculty who wish a reduced appointment should consult the Director of Human Resources.

- v. Extension of the tenure probationary period when the University has failed to fulfill documented promises, made at initial appointment, which are necessary to achieve criteria for tenure; e.g., provide the faculty member promised labs or equipment, released time, etc. (One or two years extension)

It is the responsibility of the candidate to fully document the promise of the resources and that such promises were not fulfilled, and explain how the absence of such hindered their ability to meet tenure criteria. The document is submitted to the dean for initial consideration.

- vi. Extension of the tenure probationary period when the faculty member experiences restricted working conditions. (One or two years extension)

The following are examples of conditions that might lead to restrictions on a faculty member's scholarly pursuits: Faculty who work with chemical, biological, radiological or other hazards may need to restrict their involvement

with these types of agents for a period of time. Following a disaster such as a fire, earthquake, or flood faculty may have restricted access to their office, laboratory or workspace for repairs or environmentally unhealthy conditions. Movement or occupational restrictions on the use of one's physical body may be necessary when a faculty member is recovering from an accident or surgery, or is pregnant, or any other condition that may require cessation of physical activity essential to one's scholarship. Under conditions such as these a medical leave may not be warranted, and the faculty member may be able to carry out other normal work-related activities, except for the restriction, by temporarily accepting an assignment in another area.

## 2. Procedures for requesting an extension of the Tenure Probationary Period

- i. All requests for probationary period extensions shall be made prior to commencing with tenure review.

The faculty member seeking tenure probationary period extensions will provide a written request to their department chair (where appropriate) or dean outlining criteria justifying the request. The request, with the department's or school's recommendation, is sent to the appropriate dean and/or provost.

- ii. The faculty member may request that their case be reviewed confidentially. The initial written request for the extension to be handled confidentially should be sent directly to the Provost.
- iii. Requests for tenure probationary period extension may be approved by the provost. The provost will inform the University Rank and Tenure Committee and the faculty member in writing as to the outcome. If appropriate, the provost will confirm the new tenure review date. A denial of a request shall be provided in writing to the faculty member, the department chair (where applicable) and the dean, and shall be based upon clear and convincing reasons.

- iv. In requests related to Sick Leave or Disability Leave (see 1.ii. above), the faculty member will supply all necessary documentation, e.g., medical verification of disability or chronic illness and physician recommendation concerning any accommodation. The Director of Human Resources will review the documentation and verify that any medical claim is adequately supported. That verification will be communicated to the provost. The final decision about an extension will be

communicated by the provost to the dean and department chair, where appropriate, as being medically related, without particulars of the case being revealed. All documentation will be confidentially filed and maintained within the Human Resources Office.

- v. When the extension would put the tenure probationary period beyond the end of the contract period, the university will extend the contractual period for a minimum of the approved probationary period extension.
3. Leaves of one quarter or more in length extend the probationary period by one year, as tenure reviews commence only during the fall quarter of each year. Appropriate leaves may be applied during a calendar quarter when the faculty member could primarily be engaged in scholarship (often the summer term), without prejudicing the request for a tenure probationary period extension.
  4. If a probationary period extension is approved, a reduction in scholarly productivity during the period of time addressed in the request shall not prejudice a subsequent renewal, promotion or tenure decision. Any faculty member in probationary status more than the university's maximum of eight (8) years because of extensions shall be evaluated as if the faculty member had been on probationary status for eight (8) years.
  5. If the extension occurs during the final three years of the original probationary period (as specified in the dean's letter of appointment delineating the tenure probationary period), then the amount of the extension (one or two years) shall be added to the period during which scholarly productivity is evaluated for promotion from assistant to associate professor. (See III:3.3C. "Most recent three years" becomes most recent four years or five years, as appropriate)
  6. A faculty member who believes that a request has been denied unfairly may file a formal grievance according to the provisions of III:7.

# Faculty Development

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|-----|---|
| 4.1 | Annual Faculty Development Plan                 |
| 4.2 | Sabbaticals                                     |
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The purpose of faculty development is to reinforce the academic program of La Sierra University through purposeful enhancement of teaching and research. In recognition that faculty must continue to develop throughout their career, the university provides various means to maintain academic vitality.

## 4.1 Annual Faculty Development Plan

The Annual Individualized Faculty Plan (see III:2.2A) provides each faculty member an opportunity to define and pursue the activities considered important to professional development and to identify the resources needed to accomplish those objectives. At the same time, the plan allows the institution to identify faculty strengths and weaknesses in terms of long-range institutional needs.

- A. Following review by the departmental chair, each faculty member's individualized plan will be reviewed by the dean for comments.
- B. The dean's approval of the plan includes details regarding institutional support.

## 4.2 Sabbaticals

A sabbatical may be approved to enable a faculty member to devote full time to scholarly or professional activities. The university ordinarily continues full salary and benefits or an external source provides equivalent support. In every case the faculty applicant submits a sabbatical plan through the department chair to the dean and provost for recommendation to the University Council.

- A. A sabbatical is ordinarily granted for one academic quarter, but may be granted for a maximum of one calendar year. A faculty member may request a sabbatical of one academic quarter after six quarters of full-time service to the university, or a sabbatical of one academic year after six years of full-time service.

1. The applicant for a sabbatical is required to provide a sabbatical plan including an outline and description

of the proposed activities and expected outcomes.

2. A faculty development committee shall be established by each school to review sabbatical plans and make recommendations to administration.
3. Faculty who are denied sabbaticals shall not be granted subsequent priority over other faculty in terms of sabbatical eligibility.
4. Scheduling of sabbaticals is contingent on the fiscal and personnel resources of the university, the school, and the department, or financial support from other sources.

## 4.3 Membership in Organizations

The university encourages the membership and participation of faculty members in professional and community organizations.

- A. Where such memberships are considered to be advantageous to the university, the school may reimburse dues, within budget limitations, for personal memberships from funds authorized by the dean.
- B. Specific identification of any organization with the university is limited to those organizations in which the university and/or its entities have membership or which are of recognized standing in education or the professions.

## 4.4 Travel to Conventions and Professional Meetings

Faculty members are encouraged to attend professional meetings and conventions. Each faculty member is entitled to an annual expense allowance within budget. Administrative entities of the university are responsible for budgeting adequate funds for travel and holding to the authorized limits.

- A. Each school informs its faculty of the amount of the annual allowance and of any additional policies, such as reimbursement for travel to make research presentations.
- B. The Travel Application Form is used for requesting and recording authorization for travel beyond regular appointments on the home campus or routine mileage limits.
- C. Funds may be advanced for travel, and travel tickets may be delivered only after the Travel Application Form has received the appropriate signatures.
- D. The university authorizes the reimbursement of convention and travel expenses in the following

categories:

1. Registration and other essential fees: actual costs.
2. Travel
  - i. Private automobile: current authorized mileage rate or the equivalent of air coach, whichever is less.
  - ii. Ground transportation common carrier: actual cost.
  - iii. Commercial air transportation: air coach fare except where carriers provide only first-class flights (flight accident insurance is a reportable expense at the current authorized rate as determined by the Department of Risk Management).
  - iv. Private or rented airplane (the pilot must have a commercial license or instrument rating and the aircraft must be covered by insurance for a minimum of one million dollars with the certificate filed with the Department of Risk Management): current authorized ground surface mileage rate or air coach, whichever is less.
  - v. Recreational vehicle (prior approval before making trip is required if these conveyances are to be used): current authorized rate for the days en route.
3. Housing
  - i. Hotel: reasonable hotel rates and actual tips (no reimbursement is given for hotel charges if one is using trailer or camper).
  - ii. Private residence: up to the current authorized amount.
4. Meals: current authorized per diem rate.
- E. Instructions for reporting travel and convention expense are included on the Expense Report Form. The expense report should be submitted immediately upon the completion of a trip so that the department's account may be charged and the personal account be credited. Supporting receipts must be submitted to substantiate items included on the expense report. If travel or other incurred expense is chargeable to an organization other than the university, the expense report must also be submitted through university channels for reimbursement.

## 4.5 Research Support

The university, through its schools, supports research in the following ways:

- A. Competitive intramural research grants for direct expenses and research load are available through the various schools. Recommendations for funding are made by the school faculty development committee.
- B. Competitive summer research stipends which allow faculty to devote the summer to research may also be awarded.
- C. Travel funding is available to present research at conventions. Funding is subject to approval and is contingent on the fiscal and personnel resources of the university, the school, and the department.
- D. The Office of Sponsored Research is under the aegis of the provost. Its goal is to aid faculty in the procurement and management of extramural research funding.

## 4.6 Teaching Support

- A. The university, through its schools, offers a mentor program for junior faculty and collegial teaching partnerships for established faculty.
- B. The university supports faculty as individuals or in groups to attend workshops and seminars on teaching. Funding is subject to approval and is contingent on the fiscal and personnel resources of the university, the school, and the department.
- C. Load consideration is given for extraordinary teaching endeavors, especially if these activities are innovative. These projects will often involve new curricula or courses taught in non-traditional ways, such as interdisciplinary or team-taught instruction. Load consideration is given upon approval of the departmental chair and dean and it is subject to departmental and school fiscal and personnel resources.
- D. In order to foster the enrichment and professional development of the faculty, the university encourages faculty to participate in faculty exchange programs with other academic institutions.
- E. The university regularly conducts campus workshops on teaching in order to encourage a larger number of faculty members to continue growing in teaching.
- F. The Instructional Resource Center, administered by a faculty member in the School of Education with expertise in teaching, is available to faculty. This faculty member will also act as a consultant to the faculty.

## 4.7 Leaves of Absence

The university grants three kinds of leaves of absence: study, service, and personal. In every case the faculty applicant submits a Leave Application Form, accompanied by an explanation of the rationale for the request, through the department chair to the dean and provost for recommendation to the University Council.

- A. **Study Leave:** a study leave may be granted to enable a faculty member to pursue an advanced degree or postdoctoral education. A study leave requires a formal written agreement specifying all relevant conditions (see also III:4.8).
  - 1. A faculty member working toward an advanced degree may or may not be continued on full salary and benefits and reimbursed for educational expenses as agreed upon at the time of the request (see also III:4.8).
  - 2. A faculty member engaged in postgraduate study may be reimbursed for travel to the off-campus location and return, and for housing, books and miscellaneous fees (see also III:4.8).
  - 3. Retirement service credit continues during the period of the study leave.
  - 4. A report on the study leave is made to the dean annually or at the end of the leave, whichever comes first. A Graduate or Postgraduate Study Report Form is used for this purpose.
- B. **Service Leave:** a service leave may be granted a faculty member to pursue professional employment elsewhere for purposes of academic growth and/or training. Continuation of salary and benefits is negotiable.
- C. **Personal Leave:** a personal leave may be granted to enable a faculty member to engage in independent activities without salary or other financial support from the university. At the time the leave is granted, any obligation on the part of the faculty member and the university concerning future employment or service is specified in writing.
  - 1. A personal leave is usually granted for up to ninety days, but a request for a maximum of one year will be considered under extenuating circumstances at the discretion of the dean and the provost.
  - 2. Health insurance coverage at the employee's expense may be continued under university policy. In consultation with the faculty member and the department chair, the dean may request approval of the provost for extended coverage for a period of no more than ninety days from the beginning of the leave. Under special circumstances, the dean and provost may recommend to the University Council an extension of coverage past the ninety-day limit.

## 4.8 Support for Advanced Education

In order to improve the qualifications of promising members of the faculty, the university provides assistance in pursuing a doctoral or postdoctoral training.

- A. **Application:** request for study leave is recommended by the department, dean and provost. In order to receive financial assistance during a study leave, a faculty member is required to process an Advanced Education Reimbursement Agreement form through the dean and provost.
- B. Plans for advanced education for which budgetary provision is needed are included in the general budget of the university for each fiscal year that such expense is to be met, and official approval is obtained before the beginning of the fiscal year in which the leave is to be effective. Inclusion in the budget does not in itself constitute official approval of the plan, and no commitments are made to a faculty member concerning educational plans until official approval has been obtained.
- C. The amount of financial aid provided to a faculty member for advanced education is reduced by the amount of any additional salary or grant received by and paid directly to the faculty member who remains on full salary and benefits during a study leave. Such salary or grant is assessed at the prevailing rate to cover payments to Social Security and to the retirement fund.
- D. Service credit toward retirement accumulates during a university-supported leave for study. For a non-supported study leave, service credit up to two years is given upon the faculty member's return to the university.
- E. **Financial Assistance for Study at a Distant Institution.**

A faculty member who is granted financial assistance during a study leave receives as an allowance a negotiated amount covering up to a maximum of the following items:

- 1. Full or partial salary and benefits at the academic rank held at the time the leave is granted.
- 2. Tuition and travel expenses for the faculty member to and from the institution in which the study is authorized. The expense of moving family members and household goods is the responsibility of the faculty member.
- 3. The cost of essential textbooks to the extent approved by the provost.
- 4. A special allowance of up to one-half the current per diem allowance when separated from the faculty member's family (because of the increase in the family's living expense).



- F. Financial Assistance for Study at a Nearby Institution.
1. A faculty or staff member who has been authorized to pursue advanced study at a nearby institution may be reimbursed for mileage to and from the college or university at a reduced rate or a portion of the expenses for a second domicile (70 percent of mileage).
  2. All study leave expenses covered by policy are reported on the regular expense report form, recorded as part of the advanced education reimbursement agreement.
  3. Intramural education, if allowed under exceptional circumstances, is undertaken on the same basis as extramural education, including the negotiation of a written agreement.
- G. A written contract is made with the university by means of the Advanced Education Reimbursement Agreement, in which the faculty member agrees to serve the university subsequently for five months for each month of study leave up to a maximum of five years of service. Should another institution employ the faculty member prior to the complete amortization of this amount, either the faculty member or that institution is required to pay the unamortized amount.
- H. The faculty member continues at the same academic rank and corresponding step during the time of the study leave.
- I. The expenses of advanced education, including salary, less any grants-in-aid, are charged to graduate study accounts receivable. When the advanced degree is earned or at such time as the faculty member declares in writing to the provost that one is no longer a candidate for the degree, the amortization of the receivable begins according to policy.
- J. At the conclusion of the study leave, the university provides the faculty member an itemized list of expenses incurred during the leave. The faculty member agrees on a total amount to be amortized. Amortization is at the rate of 20% per year or as adjusted by the school administration depending on the amount of the indebtedness.
- K. If a faculty member fails to render service for the full period of amortization, the dean notifies the vice president for financial administration, who arranges for payment of the unamortized balance of the account. Interest is charged after discontinuation at a rate stipulated in the agreement until the account has been settled.
- L. Should the university discontinue the employment of the faculty member, for reasons other than termination for cause, before the total amount advanced has been amortized, or change the plan for employment in a manner so unacceptable to the person involved as

to result in resignation from the position, the faculty member is responsible to reimburse the university for the unamortized balance at a rate stipulated in the agreement until the account has been settled.

## 4.9 Travel at the Request of the University

- A. When the university requests a faculty member to travel, travel expenses are reimbursed. Examples of typical activities include representation of the university for accreditation purposes and assessment or general education conferences.
- B. Travel to Attend Seventh-day Adventist Church Meetings
- A person invited to attend the Autumn or Spring Councils, the quinquennial sessions of the General Conference, the year-end meeting of the North American Division, or other meetings sponsored by the Seventh-day Adventist Church secures authorization as above unless they are a member of the General Conference Committee.
1. If the travel is financially authorized by the university, travel expenses are reimbursed by the university.
  2. Faculty members who accept invitations to the above, but have not received financial authorization, may use their annual travel stipend to attend.

# Faculty Salary and Benefits

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5.28	Doctoral Degree Financial Award

## 5.1 General Description

### A. Faculty Salary and Benefits Committee

The Faculty Salary and Benefits Committee has the primary responsibility to evaluate, formulate, and recommend to the Faculty Senate changes in faculty salary policies and the faculty benefit package and the secondary responsibility to oversee the process of granting individual variances.

1. This is a standing committee of the Faculty Senate.
2. The committee consists of four faculty members two ex-officio members. The committee is chaired by a faculty member. The faculty serve four-year terms

with one new member elected each year.

- 4 faculty members, chosen by the Faculty Senate
  - 1 the vice president for financial administration or designee
  - 1 the Director of Human Resources, committee secretary

### 3. The duties of the committee are:

- i. to review requests from the faculty, the Faculty Senate, or the administration for changes in faculty salary policies or the faculty benefit package.
- ii. to recommend changes in faculty salary policies or the faculty benefit package to the Faculty Senate.
- iii. to make an annual review of faculty salary policies and the faculty benefit package and present a report to the Faculty Senate.
- iv. to insure the timely and complete dissemination of information concerning faculty benefits so that:
  - a. new faculty are oriented in a clear manner concerning faculty salaries and the faculty benefit package.
  - b. changes in faculty salaries or the faculty benefit package are clearly communicated to the faculty.
- v. to insure the uniform administration of individual variances to faculty salary standards and the faculty benefit package by:
  - a. regularly reviewing its copy of the "Salary or Benefit Variance Form" (available in the Department of Human Resources) that must be completed before a variance becomes effective.
  - b. receiving and evaluating an annual report from the office of the vice president for financial administration that summarizes all variances.

### B. Policies as printed in the Salary and Benefits section of the Faculty Handbook.

The benefits policies summarized below are to alert faculty to the complete list of benefits. Several of the complete policies are long, detailed, complicated, subject to modification to reflect changes in federal or state laws, or determined by contractual agreements with providers (e.g., health or life insurance companies). Thus, only an outline of these policies is given in the Faculty Handbook; the complete policies are available in the appropriate office.

## 5.2 Vacation

- A. Full-time faculty members whose Annual Individualized Faculty Plans cover nine months of work are not eligible for annual paid vacation time.
- B. Full-time faculty members whose Annual Individualized Faculty Plans cover twelve months of work duties which extend over a twelve-month period are eligible for four weeks of annual paid vacation time.
- C. Faculty members who are eligible for annual paid vacations:
  - 1. Shall arrange their vacations so that the teaching program of the university is not interrupted.
  - 2. Shall schedule their vacations with the approval of their deans or directors.
  - 3. Shall normally take their vacations during the academic year they are earned.
  - 4. May carry forward a maximum of two weeks unused paid vacation time from year to year; thus, the maximum paid vacation time that can be taken in any one academic year is six weeks.
  - 5. Shall receive a payout of any accumulated unused paid vacation time at termination or retirement to a maximum of six weeks as per (4).

## 5.3 Sick Leave

All faculty are eligible for Sick Leave. Sick Leave is granted at the rate of 3.08 hours per pay period for full time faculty. Sick leave for regular part-time faculty is prorated based on the faculty's percentage of full time employment. The maximum annual accrual is 80 hours (two weeks). The maximum accrual is 760 hours.

Time in the faculty's Sick Leave Bank may be used for preventive care, or for the diagnosis, care, or treatment of an existing health condition for the faculty or a family member of the faculty. Sick Leave may also be used by a faculty who is a victim of domestic violence, sexual assault, or stalking to seek help or obtain a restraining order.

A request for sick leave should be made in advance when the faculty has a scheduled medical appointment. An absence due to an illness should be reported to the chair as soon as the faculty is able, and before the beginning of their workday.

Sick leave taken is reported each pay period to the department for which the faculty works. The designated supervisor will submit the hours to payroll. The hours used are reflected on the faculty paycheck stub, and will reduce the sick leave balance.

Each calendar year faculty may use up to one half of their annual Sick Leave accrual (40 hours maximum) to attend to the illness of the faculty's child, parent, spouse, grandparent, grandchild, sibling or any other family member covered by law.

The Sick Leave Bank is a non-vested bank and upon termination no payment will be made from it. If the faculty returns to the university as an employee in any capacity, the sick leave bank will be reinstated.

## 5.4 Pregnancy Leave

- A. Provision: Paid pregnancy leave will be granted in accordance with the Disability Insurance Policy (III:5.23) for any periods of actual disability caused by pregnancy, child birth or related medical conditions up to 4 months per pregnancy. Child birth is viewed as a "disability" by employment law as the mother must miss work. The standard pregnancy leave is for a period of six (6) weeks from the date of normal delivery, or a period of eight (8) weeks from the date of cesarean delivery. The beginning date and duration of the pregnancy leave shall be based on the certification of the attending physician.
- B. Remuneration: Beginning with the first day of pregnancy leave, a portion of the regular remuneration will come from disability and the remainder from the employing department. At the end of the six or eight weeks, salary will cease unless further disability is certified by the physician.
- C. Forms To Be Completed: Prior to the beginning of the pregnancy leave the faculty member shall submit to the Department of Human Resources a leave of absence and disability forms. Both of these forms are available at the Department of Human Resources.
- D. Health-Care Expenses: Assistance is provided on certain health care expenses that are incurred during a pregnancy leave. (See III:5.8)
- E. Post Leave Employment: The faculty member will be allowed to return to the former position or a comparable position, at the end of the pregnancy leave of absence if the time away from work does not exceed four (4) months.

## 5.5 Family Leave

Family and personal leave policies are briefly outlined below. It is not practical to give the complete details of these policies here for several reasons including: federal and state laws dictate many of the details of these policies and thus these policies must be updated when the laws change; these policies overlap with other policies and must be coordinated with them (e.g., disability); and there can be subtle differences between paid and unpaid leave. For current details of how these policies are applied in a particular situation consult with the Department of Human Resources.

- A. Family/Personal Leave
  - 1. La Sierra University is covered under the federal Family and Medical Leave Act (FMLA) and complies with all FMLA requirements. This leave is primarily

unpaid; however, in some cases the leave may be partially paid. This policy addresses FMLA leave for eligible faculty for the following reasons:

- i. the birth of a child to a faculty member or spouse, or placement of a child with the faculty member for adoption or foster care.
- ii. the faculty member's own serious health condition.
- iii. the faculty member's need to care for a child, spouse or parent with a serious health condition.
- iv. the faculty member's need to care for a child, spouse, parent or next of kin who is a covered military service member with a serious injury or illness.
- v. a qualifying exigency for the faculty member's child, spouse or parent on active duty or called to active duty in the United States military service.

## 2. Conditions for Eligibility

- i. Faculty members are eligible for a leave of absence if they have worked for La Sierra University for at least 12 months, and have worked at least 60% of the hours of a full-time faculty appointment in the 12 months preceding the leave.
- ii. This leave may be taken in one or more periods but may not exceed 12 weeks in a 12-month period for family medical leave, personal medical leave, or qualifying military exigencies, and may not exceed 26 weeks in a 12 month period to care for a covered military service member with a serious illness or injury. The 12-month period starts on the date the faculty member first takes FMLA leave.
- iii. The university may deny a family leave request for the following reasons:
  - a. the other spouse is currently on family leave or is unemployed.
  - b. doing so would create an "undue hardship" on university operation.
- iv. A reasonable effort will be made by the department chair in conjunction with the dean to place a faculty member in the same or comparable position upon termination of a family leave of absence.

## 3. Request for Leave

- i. When possible, a faculty member must notify La Sierra University 30 days in advance of the need to take a leave of absence. When this is not possible the faculty member must provide notice as soon as practicable.
- ii. Faculty members must provide sufficient information for La Sierra University to

determine if the leave qualifies under this policy. Written certification may be required. La Sierra University will notify the faculty member whether they qualify for leave under this policy, if any additional certification is needed or a reason if the faculty member is determined to be ineligible under this policy.

## 4. Salary and Benefit Restrictions

- i. Generally a faculty leave governed by the FMLA law, other than for one's own serious health condition, is unpaid and all salary and regular pay will cease for the duration of the leave. Contact the Department of Human Resources for how the issue of pay is handled in a particular situation.
- ii. A faculty member taking qualified leave under this policy may also be eligible for benefits under another benefit such as Paid Family Leave or Disability Insurance, in which case the leave may be paid or partially paid.
- iii. Generally during a family leave of absence
  - a. service credit will not be accrued.
  - b. University Health Plan benefits will terminate at the beginning of the leave unless the faculty member opts to purchase continued coverage at full projected cost based on the current buy-in rate.
  - c. all other benefits will cease for the duration of the leave.

Contact the Department of Human Resources for details in a particular situation.
- iv. During a leave for an faculty member's own serious health condition
  - a. service credit will be accrued for the duration of an approved short-term disability pay.
  - b. University Health plan benefits will terminate after 12 weeks of leave unless the faculty member applies and is approved for Long-Term Disability benefits.
  - c. all other benefits will end after 12 weeks of leave if the faculty member is unable to return to work.

## B. Faculty Paid Family Leave Policy

1. All faculty are automatically covered by the La Sierra University Voluntary Disability and Paid Family Leave Benefit Plan unless a notice of rejection is filed with the Office of Human Resources, in which event they are covered by California State Disability Insurance (SDI) for Paid Family Leave. Special arrangements are made for those employees who reside outside of the State of California.

2. Paid Family Leave is funded by payroll deduction and provides up to 6 weeks of benefits in a 12-month period when a faculty stops working or reduces their work hours in order to care for a seriously ill family member or to bond with a new child, as defined by the California Unemployment Insurance Code. The PFL benefit may be supplemented with sick leave and regular salary up to the amount of the faculty's average net pay.
3. Contributions to Paid Family Leave benefits provided under this plan are determined by the California Employment Development Department (State Rate). Please refer to the La Sierra University Voluntary Disability and Paid Family Leave Benefit Plan document for the specific plan details on the amount and duration of Paid Family Leave. PFL benefits are taxable under federal law and are subject to tax withholding for Federal taxes.
4. Paid Family Leave provides 6 weeks of job protection or return rights. Your job may also be protected if your leave qualifies you for the federal Family Medical Leave Act and the California Family Rights Act. You must notify La Sierra University of your reason for taking leave in a manner consistent with La Sierra University's FLMA leave policy.
5. Faculty who have opted out of the La Sierra Voluntary Plan must file for this benefit through the State of California, Employment Development Department.

## 5.6 Death and Bereavement Leave

- A. Death: Regular full-time faculty members who lose a member of the family in death may be granted a leave with pay up to three days according to distances and circumstances. Up to five days will be allowed when travel to the funeral requires more than one day's travel. Family members include husband, wife, child, father, mother, brother, sister, father-in-law, mother-in-law, brother-in-law, sister-in-law, daughter-in-law, son-in-law, grand-parents, and grandchildren.
- B. Bereavement: A request for bereavement leave is made through the department chair who will notify the dean immediately.

## 5.7 Jury Duty

La Sierra University recognizes the responsibility of its faculty to fulfill their civic obligation to perform jury duty. The university will do what is necessary to facilitate the fulfillment of that obligation. However, extended jury duty by faculty members can be very detrimental to the teaching program in institutions of higher education where substitute professors are not readily available. Faculty are to notify the commissioners of this potential problem when called upon to serve as jury members and are to request a time for jury duty when they are not obliged to teach classes. The maximum

allowance of jury duty is ten days per calendar year.

## 5.8 Health Plan

La Sierra University offers a comprehensive health care plan. Nationally the philosophy of the funding of health care is in flux partially due to changes in federal and state laws (e.g., The Patient Protection and Affordable Care Act). Thus, only an outline of the plan is given here.

### A. Eligibility

1. A full-time faculty member may
  - i. enroll in the La Sierra University Health Plan at no cost.
  - ii. enroll their spouse in the La Sierra University Health Plan if the spouse does not have health care coverage available through their own employer.
  - iii. enroll their children in the La Sierra University Health Plan until they reach the age of 19.
  - iv. enroll their adult children in the La Sierra University Health Plan subject to the current provisions of the plan.
2. Part-time faculty members are not eligible for coverage under this plan.

### B. Enrollment

It is the responsibility of the faculty member to file the appropriate enrollment forms with the Department of Human Resources.

## 5.10 Flexible Spending

A tax-favorable plan whereby faculty members can pay for eligible expenses through payroll deduction with dollars that are not subject to federal, state and social security (FICA) taxes. Contact the Payroll Department to open an account for the following eligible expenses:

- A. Dependent Care
- B. Health Care

## 5.11 Adoption Allowance

A full-time faculty member may be granted assistance of 75% of the medical and legal expense incurred in the legal adoption of a child if the adoption is completed. The maximum assistance to be granted shall not exceed the equivalent of up to two times an assistant professor's monthly salary (step 5 PhD Assistant Professor) at the time the adoption is completed and is limited to one allowance per child.

## 5.12 Academic Attire

The university assists in providing faculty members academic attire (cap, gown, and hood) for use at convocations, commencement and similar events as follows:

- A. for less than a doctoral degree, the university purchases limited-use attire.
- B. for a doctoral degree, the university contributes up to \$325 for the purchase of academic attire. A request for this contribution is made by the faculty member to the provost.
- C. a qualified faculty member who has purchased academic attire during the past three years may be reimbursed according to this policy.

## 5.13 Automobile Collision and Comprehensive Assistance

When a vehicle owned by a faculty member has a claim, the first \$50 of the collision or comprehensive deductible will be paid by the faculty member and the university will pay the remainder of the deductible up to but not to exceed a maximum of \$150. This applies to the first two claims within a fiscal year; a faculty member is responsible for the entire amount of the deductible for additional claims within one fiscal year. A faculty member may apply for reimbursement at the office of Financial Administration. This is a taxable benefit, and payroll taxes will be withheld.

## 5.14 Tuition Assistance for Dependent Children of Full-time Faculty

### A. Conditions for Eligibility

1. For tuition assistance, the student must be:
  - i. an unmarried dependent of a full-time faculty member.
  - ii. less than 24 years of age, unless the student has given compulsory military service or volunteer service for the church or has a documented medical condition which has delayed the dependent's education.
  - iii. eligible to be claimed as a dependent on the faculty member's income tax return.
  - iv. born to, or legally adopted by, a faculty parent or be a stepchild by marriage receiving less than 50% of support from the natural parents.
2. The dependent is enrolled in a Seventh-day Adventist school including elementary or secondary school, undergraduate postsecondary school, including undergraduate technical or professional school, or a fifth college year required for professional certification or credential at the time for which the assistance is paid.
3. A dependent who is enrolled at La Sierra University

and is a Cal Grant recipient has access to a fund for miscellaneous educational expenses. Tuition assistance is limited to an approved program and does not apply to discounted programs.

4. In cases where an undergraduate level program of study is not offered in a Seventh-day Adventist school in the North American Division, assistance may be granted for attendance at a non-Seventh-day Adventist school.
5. The maximum college and university assistance will be for fifteen (15) quarters. Assistance will stop at the completion of a bachelors degree unless the dependent is working on a teaching credential. Up to three additional quarters of assistance is allowed for taking post-baccalaureate classes that apply toward a teaching credential (these quarters count toward the fifteen maximum).
6. Following the death of the faculty-member parent, tuition assistance will continue for one academic year.

### B. Rate of Assistance

#### 1. La Sierra University

- i. 100% on tuition and the fees required of all students. Information on required fees is available from the Student Financial Services Office.
- ii. The tuition assistance is applied after all La Sierra University scholarships have been awarded and is reduced by the amount of this aid. In addition Cal Grant recipients have available up to \$1,000 per year for items that may include: fees not required of all students; required textbooks and supplies purchased at the La Sierra University Bookstore; and La Sierra University sponsored academic trips. Information on currently allowed expenses (which may be different from the examples listed above) and the appropriate manner of reporting them is available from the Student Financial Services Office.

2. Other Seventh-day Adventist schools: 70% for residence hall students and 35% for students not in the residence hall on tuition of attending institution.
3. Adventist College Abroad: Based on the percentages of (2) above, using the host institution rates as the basis of computation for a period not to exceed four years, regardless of the home campus.
4. Non-Seventh-day Adventist schools: Based on the percentages of (2) above, using the host institution rates as the basis of computation, not to exceed the amount which would normally be granted for attendance at a Seventh-day Adventist school in the same geographic area.

### C. Calculation and Payment

1. The amount of assistance may be affected by state and federal tuition-assistance awards. Detailed information is available from the Student Financial Services Office.
2. For academy, college, and university students assistance is calculated on the gross charges for tuition and the fees required of all students, which is before family and other discounts, excluding a Seventh-day Adventist discount.
3. Payment is made directly to the institution involved once each quarter, semester, or summer term approximately half way through the term.
4. When the spouse of a faculty member is employed by another Seventh-day Adventist organization which also provides tuition assistance, the university and the other organization are each responsible for one-half of the assistance if the rate of assistance is the same at both organizations. When the rate of assistance is different the method of paying the assistance and dividing the cost is negotiated by the two organizations.
5. A portion of this benefit may be taxable and payroll taxes may be withheld. Detailed information is available from the Office of Human Resources.
6. Tuition assistance application forms and additional information are available at the Office of Human Resources.

- F. A portion of this benefit is taxable, and payroll taxes will be withheld. Detailed information is available from the Payroll Department.

## 5.16 Housing Relocation Assistance

- A. **Initial Assistance:** When an incoming faculty member must relocate to the university area and, because of the conditions of a lease or failure to sell or rent her or his home, is required to pay housing expense both at the former location and at the new location, the university will grant an allowance to cover the time when payments are being made at both locations and both homes are habitable. Under normal conditions the allowance will be granted for up to three months.
- B. **Unusual Circumstances:** In unusual circumstances when the incoming faculty member has not been able to sell the home at her or his former location and presents evidence indicating that the asking price for the sale of the home at the end of the three-month period referred to in (a) above was no more than 100% of an appraisal provided by an independent appraiser, the university will grant up to an additional three months of assistance. An independent appraiser will be understood to be a qualified appraiser such as may be contracted through banks or home loan associations. Real estate agents will specifically be excluded from this group. The university will reimburse the reasonable cost of such appraisal.
- C. **Extreme Circumstances:** If the incoming faculty member has not been able to sell the home referenced in (b) after having received an allowance for six months because of extreme circumstances, the university will continue the allowance for a further period of up to six months if the asking price for the said home is no more than 95% of the appraisal during this period.
- D. **Amount:** When granted, the monthly allowance will be for the lesser of the actual housing expenses at the former and current locations. The maximum amount paid for this allowance is \$1,000.00 per month. This assistance will be granted for no more than the first 12 months following an incoming faculty member's move to the university.
- E. Because this benefit may be taxable, the university will withhold the appropriate taxes. Detailed information is available from the Human Resources Office.

## 5.15 Tuition Benefit for Faculty and Spouse

- A. Full-time faculty members or their spouses may register without tuition charge for a limited number of undergraduate or graduate units of course work each quarter subject to the following restrictions:
  1. a maximum of six free units per quarter.
  2. a maximum of two free courses per quarter
  3. a maximum of sixteen free units per academic year.
- B. Full-time faculty members may register for additional units of credit at 50% of the normal tuition rate.
- C. If the faculty member has completed four years of employment at La Sierra University, the spouse may register for additional units of credit at 50% of the normal tuition rate.
- D. This tuition benefit applies only to courses at La Sierra University.
- E. Application forms and detailed information regarding eligibility requirements, course limitation, etc., are available at the Office of Human Resources.

## 5.17 Housing Assistance

A full-time faculty member, under the following specifications, is eligible to receive financial assistance when purchasing a home (i.e., a primary residence that could be, for example, a house, duplex, condominium, etc.).

### A. Conditions for Eligibility

1. For a faculty member currently employed at La Sierra University the condition of eligibility is that they have not owned a home in the last three years and are purchasing a home within the housing assistance area.
2. For a faculty member newly hired at La Sierra University the conditions are that they are relocating within the housing assistance area or, if they live in the housing assistance area, they do not currently own a home.
3. This benefit may be applied only once per household.

### B. Housing Assistance Area

The Housing Assistance Area is defined as the area within 50 miles driving distance of La Sierra University.

### C. Amount of Assistance

1. The total amount of assistance depends on which of two payment schedules the faculty member elects. The amount is a percentage of an assistant professor's salary (Step 5 PhD Assistant Professor) determined at the time the home is purchased.

**Schedule 1:** The percentage is a total of 50% paid over the first five years after the home is purchased. The amount is distributed as follows: 15% in the first year; 12.5% in the second year; 10% in the third year; 7.5% in the fourth year; and 5% in the fifth year.

**Schedule 2:** The percentage is 42% payable up-front as a lump sum, one-time payment.

### D. One-Time Bonus

1. An additional one-time bonus of \$5,000 will be paid if the home purchased is within 10 miles of campus.
2. A faculty member newly hired or currently employed at La Sierra University who sells a home further than 10 miles from campus, and purchases a home within 10 miles of campus is eligible for the \$5,000 bonus, if otherwise not eligible under this policy.

### E. Amortization Period

1. For Schedule 1 there is no amortization period.
2. For Schedule 2 the amortization period is the first five years after the home is purchased and is one-fifth of the total amount each year.
3. For the one-time bonus for purchasing a home close

to campus the amortization period is the first five years after the home is purchased and is one-fifth of the total amount each year.

### F. Payment

1. A faculty member electing to receive the amount over the five-year period (Schedule 1) will be paid biweekly starting when the home is purchased.
2. A faculty member electing an up-front, one-time payment (Schedule 2) will be required to sign a legal note obligating them to repay the unamortized balance if they leave university employment before the end of the amortization period. The full amount of assistance will be paid when the home is purchased.
3. The one-time bonus for purchasing a home close to campus will be paid at the time the home is purchased. The faculty member will be required to sign a legal note obligating them to repay the unamortized balance if they leave university employment before the end of the amortization period.
4. This benefit may be taxable and appropriate taxes will be withheld. Detailed information is available from the Human Resources Office.

## 5.18 Moving and Travel Allowance for an Incoming Faculty Member

An incoming faculty member is eligible, subject to a mileage limit, for moving and travel allowances if these expenses are not otherwise assumed by another Seventh-day Adventist organization. Eligibility for this benefit is the same as the IRS uses to determine if moving expenses qualify for a possible tax deduction. Detailed information concerning eligibility is available from the Department of Human Resources.

### A. Moving and travel expenses to be reimbursed by the university are arranged with the dean and Department of Human Resources.

1. The choice of mover and arrangements for moving are made by the university in consultation with the faculty family to be moved. Only insured carriers are used. If additional insurance is deemed necessary by the faculty member to cover for example, antiques or musical instruments, it is their responsibility to obtain it.
2. Reimbursement for moving household and personal effects for either a single person or a family does not exceed that of the capacity of one moving van, which will hold approximately 18,000 to 20,000 pounds.
3. Packing and other incidental moving expenses are reimbursed according to guidelines available in the personnel office.



4. Incoming faculty members who are moving from another state and who are required to pay duplicate excise tax/sales tax will receive expense on two cars if they register them within 90 days of moving to the new area.
  5. An incoming faculty member who is coming from another Seventh-day Adventist institution before their term of service there has cleared any obligations for moving expenses paid earlier by that institution, carries with them to the university an obligation for continued Seventh-day Adventist denominational service. The university reimburses the other institution on an amortized basis as follows: 100 percent reimbursement for the employee's last move to the former location if the employee has rendered less than two full years of service there; 50 percent if more than two and less than three years; and 25 percent if more than three and less than four years.
  6. The university faculty member who is going to another Seventh-day Adventist institution, or who, by personal choice, terminates their employment before their term of service at the university has been cleared of obligations for moving expenses, likewise carries with them to their new location an obligation for continued Seventh-day Adventist denominational service. It is expected that the new employing organization or the former faculty member will reimburse the university for unamortized amounts on the same basis as given in (5) above.
- B. The mode of travel to be reimbursed is one of the following:
1. Air: Coach fare for the faculty member and family dependents from the previous location to the university by the most direct route.
  2. Automobile: Mileage at the current rate for one or two vehicles by the most direct route on an average of 500 miles per day, plus actual motel costs for the days in route, and food and incidentals at the current per diem rate.
  3. Trailer or Camper: Current authorized rate for the days in route, subject to prior approval by the Department of Human Resources.
- C. A portion of this benefit is taxable, and payroll taxes will be withheld. Detailed information is available from the Payroll Department.

## 5.19 Moving Allowance for Retiring Faculty Member

- A. A retiring faculty member with thirty or more years of Seventh-day Adventist service receives the same benefits for a final move within the North American Division as incoming university personnel, with the omission of the flat allowance for packing and other incidental moving expenses. A faculty member who has fewer than thirty but more than ten years of Seventh-day Adventist service may receive assistance under this benefit on a prorated basis.
- B. This move should be processed according to the university's moving policy. Arrangements need to be made within a period of five years after retirement unless some other definite arrangements have been approved by the vice president for financial administration. Requests for a time extension may be submitted to the vice president for financial administration.
- C. This benefit is taxable and will be reported to the Internal Revenue Service. Detailed information is available from the Payroll Department.

## 5.20 Retirement Plan

The university participates in a retirement program administered by the General Conference of Seventh-day Adventists. This defined contribution plan began on January 1, 2000. Faculty with years of service before January 1, 2000 may also qualify under the defined benefits plan that was frozen on December 31, 1999. The Department of Human Resources and the Payroll Department are available for information and counsel concerning retirement.

- A. Adventist Retirement Plan (Defined Contribution Plan effective January 1, 2000)
  1. Under the Adventist Retirement Plan (ARP) which began on January 1, 2000, the university makes a basic contribution into the faculty member's retirement account.
  2. Faculty members are 100% vested after three years of full-time service. Years of service at the university or at other qualified institutions of the Seventh-day Adventist Church prior to January 1, 2000 count toward the three-year vested requirement.
  3. The faculty member may elect to defer a portion of his or her salary into this retirement account. The university matches these employee contributions subject to limits. For more information on the details of the matching contributions contact the Department of Human Resources.
  4. All contributions are invested on behalf of the faculty member into investment funds that the faculty member selects.

5. For information regarding current employer contribution rates and matching limits and for a list of available funds contact the Payroll Department.

B. **Defined Benefits Plan (frozen on December 31, 1999)**

The denominational retirement plan has gone through many modifications since its inception in 1911. As of December 31, 1999, the Defined Benefits Plan was frozen. This means that, as of that date, no employee of a United States Seventh-day Adventist institution will be earning service credit towards this plan. However, a faculty member may qualify for benefits under this plan. For more information or counseling concerning this plan contact the Department of Human Resources.

## 5.21 Medicare

Faculty members, even though they are not yet planning to retire, should apply for Medicare three months before the faculty member or spouse reaches the full retirement age as defined by the Social Security Administration in order to protect their future medical benefits. Additional information is available at the Social Security office.

## 5.22 Worker's Compensation

A faculty member is covered by worker's compensation insurance for work-related injuries or illnesses.

- A. Coverage includes medical care, temporary disability benefits up to a specified amount per week, and benefits for permanent disabilities.
- B. In the event of any work-related illness or injury, a faculty member should report the situation promptly to the dean and the Office of Human Resources. An Injury and Illness Incident Report must be filed with the the Office of Human Resources. . Human Resources will arrange for medical treatment at the appropriate facility. Worker's compensation statutes will govern all additional medical care.
- C. For non-work-related illness or injury refer to the Disability Insurance policy (III:5.23).
- D. In the event of a work related life-threatening emergency please call 911 immediately for the faculty member to be taken by ambulance to the nearest emergency facility, and then notify Human Resources within 8 hours.
- E. For injuries that occur before 8:30 in the morning, after 4:30 in the afternoon, and on weekends, contact Security at ex 2222. They will make the arrangements for the faculty member to receive medical treatment. The faculty member should follow up with Human Resources the following day.
- F. Human Resources will also work with the chair or dean in cases where time off or job restrictions are in place, to coordinate all follow-up appointments, and act as the liaison with the University's Workers Compensation carrier.

G. Worker's compensation benefits may be supplemented up to the amount of an employee's average net pay for up to six months with sick leave and/or partial salary. Further information is available at the Office of Human Resources. Worker's compensation regulations state:

"Your employer or [their] insurance carrier may not be liable for the payment of worker's compensation benefits for an injury which arises out of an employee's voluntary participation in any off-duty recreational, social or athletic activity which is not a part of the employee's work-related duties."

## 5.23 Disability Insurance

- A. All faculty members are automatically covered by the university's Voluntary Disability Insurance plan (VDI) unless a notice of rejection is filed with the Office of Human Resources, in which event they are covered by California State Disability Insurance (SDI). Special arrangements are made for those faculty members who reside outside the State of California.
- B. The benefit is available for non-work related accidents or illnesses that involve time lost from work.. Each plan provides a weekly benefit based on a faculty member's regular earnings. After seven calendar days of absence due to illness or accident, all faculty members are required to inform the dean and file for disability insurance with the Office of Human Resources. These benefits to the faculty member are exempt from income taxation. The maximum benefit payable for any one disability period is 364 days. The disability benefit may be supplemented up to the amount of a faculty member's average net pay for a maximum of up to six months. Application for this benefit must be made within forty-one days of occurrence. A faculty member who is disabled more than three months should apply for Long Term Disability (see III:5.24). Detailed information is available from the Department of Human Resources.
- C. The VDI weekly benefit commences on the fourth day of disability due to accident, on the eighth day of disability due to illness, or on the first day of hospital confinement. The VDI plan reserves the right to request a second opinion from a qualified physician of its designation. Detailed information is available from the Department of Human Resources.
- D. The SDI weekly benefit commences on the eighth day of disability due to accident or illness. Detailed information is available from the Department of Human Resources.

## 5.24 Long-term Disability Insurance

- A. The university sponsors a long-term disability insurance program for all regular faculty. This insurance is completely funded by the university.

- B. In the event that a faculty member is disabled and unable to continue work, this policy is designed to maintain a faculty member's income at two-thirds of the pre-disability income level until normal retirement age as defined in the Long Term Disability Schedule of Benefits. However, this insurance will also be coordinated with other disability benefits such as Social Security, workers compensation, and short-term disability, etc.
- C. For a more complete description of the coverage offered under this program, please refer to the Long-Term Disability Certificate that is given to all eligible employees. Information is available in the Department of Human Resources.

## 5.25 Unemployment Compensation Insurance

Faculty members whose employment is discontinued because of curricular changes, reallocation or reduction of resources, or reduction in academic offerings (see III:6), or who terminate their employment for just cause as defined by law, are covered by the California State Unemployment Insurance Plan. Eligibility, waiting periods, rate of compensation, and the duration of compensation payments are fixed by law. The university bears the cost of this program on behalf of its employees.

## 5.26 Liability Insurance

The university provides comprehensive professional liability insurance protection for any person employed by the university but only as faculty members are acting within the scope of their assigned duties. Further information is available from the Department of Human Resources.

## 5.27 Survivor Benefit

The university participates in a survivor benefit program governed by guidelines set by the North American Division (NAD). Faculty members may receive detailed information about this program from the Department of Human Resources.

- A. Purpose: To provide a basic death benefit to the beneficiaries of the employee, spouse, or dependent.
- B. Eligibility: Active full-time employee, working a minimum of 36 hours per week, and a spouse or child thereof as defined in the Health Care Assistance Plan.
- C. Benefit Provisions: Benefits are paid on the death of the employee, spouse, child or stillborn child. For the current amounts contact the Department of Human Resources.
- D. One Benefit per Death: If the spouse or dependent(s) are also employees of the Seventh-day Adventist denomination, only one benefit per death will be made.
- E. Portability: Employees who have retired or terminated

employment from the NAD may continue their coverage. Such employees must apply for the portable coverage for themselves and dependents within 31 days after the date of termination.

- F. Funding: This benefit is paid by the employer.

## 5.28 Doctoral Degree Financial Award

A faculty member, under the following specifications, is eligible to receive a financial award for earning a doctoral degree.

### A. Requirements for Eligibility

1. The faculty member has a non-temporary, renewable appointment.
2. The degree is in the academic field of the faculty member's appointment or in a closely related field deemed appropriate by the provost and is not primarily intended for the practice of a profession.
3. For incoming faculty the completion of the degree must be within two years of the hiring date to receive the full amount. (See (b) (2) below) The period from a May/June completion to the following September does not count toward the two years.
4. Incoming faculty who have received financial assistance from another Seventh-day Adventist institution for earning or working on a doctoral degree are eligible for financial assistance under this policy. However, the amount of the award will be reduced if there is a "buyout" agreement between La Sierra University and the other institution.
5. In addition, faculty receiving financial assistance from La Sierra University for doctoral expenses must meet the following requirements:
  - i. The degree must be completed within two years (24 months) of the time of initial appointment.
  - ii. The amount of the award will be reduced by the amount of assistance from La Sierra University.
  - iii. Study Leave or release time from a standard teaching load with financial support in the form of salary or benefits received or educational expenses paid by La Sierra University while doctoral studies were pursued is evidence that the faculty member did not earn the degree entirely at his or her expense and thus renders the faculty member ineligible for the full amount of the award.

### B. Amount of Award

1. The total amount of the award depends on which of two payment schedules the faculty member elects. The amount is a percentage of an assistant professor's annual salary (Step 1 PhD Assistant Professor) at the time of hiring for incoming faculty or at the time of completion of degree for current faculty.

- i. The percentage is 40% for an up-front, one-time payment.
  - ii. It is 50% if the award is paid in equal amounts over the time of the amortization period.
2. The total amount of the award for incoming faculty is reduced by 20% for each year that has elapsed since the two-year period, as described in (a) (3) above.
3. If the faculty member has received any financial support from La Sierra University while pursuing doctoral studies, the amount of the award will be reduced by the actual educational expenses paid by the university, including any student loans, and by any salary or benefits received from the university for a Study Leave or release time while pursuing doctoral studies. Generally the benefit costs are computed using the standard benefit percentage in use when the award is made. The costs of salary and benefits for release time are computed on a prorated basis and include any form of release time while pursuing doctoral studies. The amount of the award is determined by the Office of the Provost.
4. The total amount of the award for incoming faculty who have received financial assistance from another Seventh-day Adventist institution for earning or working on a doctoral degree will be reduced by the amount paid by La Sierra University to the other institution.

C. Amortization Period

1. For faculty coming to La Sierra University within the two-year limit (described in (a) (3) above) the amortization period is the first five years after hiring.
2. For faculty coming to La Sierra University after the two-year limit (described in (a) (3) above) the five-year amortization period will be reduced by 20% for each year that has elapsed since the two-year limit.
3. For current faculty the amortization period is the first five years after completion of the degree.

D. Payment of Award

1. Faculty electing an up-front, one-time payment must sign a legal note obligating them to repay the unamortized balance if they leave university employment before the end of the amortization period. The full amount of the award will be paid when employment begins.
2. Faculty electing to receive equal amounts over the amortization period will be paid at the end of the school year for each year of the amortization period.
3. This benefit is taxable, and the university will withhold payroll taxes.

# Separation

6.1	Academic Freedom Protection
6.2	Termination of Appointment by Faculty Members
6.3	Non-renewal of Appointment
6.4	Termination of Appointment by the University
6.5	Procedures for Imposition of Sanctions Other Than Termination
6.6	Termination Procedures for Cause
6.7	Termination Notice of Salary

## 6.1 Academic Freedom Protection

Neither termination nor discipline will be used to restrain faculty members in the exercise of academic freedom as defined in III.2.9, or to punish them for that exercise.

## 6.2 Termination of Appointment by Faculty Members

Faculty members may terminate their appointments effective at the end of an academic year, provided that they give notice in writing to their departmental chair and dean at the earliest possible opportunity but not later than March 1, or thirty days after receiving notifications of the terms of appointment for the coming year, whichever date occurs later. Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

## 6.3 Non-renewal of Appointment

- A. Upon recommendation of the department chair, a faculty member's appointment for a specified term may not be renewed. Notification of non-renewal is made in writing by the dean or director.
- B. Notification of non-renewal of a faculty appointment is to occur according to the following schedule.
  1. If the initial appointment is for one year as stated in the president's letter of appointment, a faculty member receives from the dean, three months before the end of the current appointment, a notice of non-renewal.
  2. After an initial one-year appointment, or if the initial appointment is for more than one year, a faculty member receives from the dean, six months before the end of the current appointment, a notice of non-renewal.
  3. If the current appointment from the president omitted a termination date, a faculty member receives from

the dean, six months before the end of the current appointment, a notice of non-renewal.

- C. The non-renewal of appointment becomes final upon receipt of notification.
- D. A faculty member who receives notice of non-renewal of appointment is obliged to fulfill the terms of the existing appointment.

## 6.4 Termination of Appointment by the University

- A. Termination of a tenured appointment or an appointment before the end of its specified term is effected only under the terms specified below.
- B. Termination for Cause
  1. Adequate cause for termination will be related, directly and substantially, to the fitness of faculty members as teachers or researchers at La Sierra University. A faculty member may be terminated only for conduct that violates university policies as set forth in this handbook and significantly impairs the University's ability to function.
  2. Grounds for
    - i. Refusal or neglect of responsibility, or obvious incompetence.
    - ii. Serious personal or professional misconduct such as dishonesty or sexual misconduct.
    - iii. Deliberate and serious violation of the rights and freedoms of other faculty members, administrators, or students.
    - iv. Conviction of a felonious crime directly related to the faculty member's fitness to practice his/her profession.
    - v. Flagrant and overt disharmony with or subversion of the philosophy, objectives, and lifestyle expectations of this Seventh-day Adventist university as determined by the Board of Trustees and delineated in its current mission statement.
  3. Procedures for termination for cause. In each case termination will be based upon preponderance of the evidence directly related to the ground(s) charged for termination as defined in III.6.4.B.2 above and shall follow the procedures enumerated in III:6.6.
- C. Termination Due to Financial Exigency
  1. Grounds for termination due to financial exigency. Termination of an appointment before the end of its specified term, may occur under extraordinary

circumstances because of a demonstrably bona fide financial exigency, i.e., an imminent financial crisis which threatens the survival of the institution as a whole and which cannot be alleviated by less drastic means. Only the Board of Trustees can officially declare that financial exigency exists.

## 2. Procedures for termination due to financial exigency.

- i. The Faculty Senate shall participate in making sure that all feasible alternatives to termination of appointments have been pursued.
- ii. The Faculty Senate has primary responsibility in determining the criteria for identifying those whose appointments are to be terminated.
- iii. It is the appropriate dean's responsibility to identify and notify those whose appointments are to be terminated.
- iv. If the dean issues notice to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member will have the right to a full hearing before a faculty committee. The hearing need not conform in all respects with a proceeding conducted pursuant to III.6.4, but the essentials of an off-the-record adjudicative hearing will be observed. The issues in this hearing may include the following items.
  - a. The existence and extent of the condition of financial exigency. The burden will rest on administration to prove the existence and extent of the condition. The findings of a faculty committee in a previous proceeding involving the same issue may be introduced.
  - b. The validity of the educational judgments and the criteria for identification for termination. However, the recommendations of a faculty body on these matters will be considered presumptively valid.
  - c. Whether the criteria are being properly applied in the individual case.
- v. If the institution, because of financial exigency, terminates the appointments, it will not at the same time make new appointments except in extraordinary circumstances where a serious distortion in the academic program would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result.
- vi. Before terminating an appointment because of financial exigency, the institution, with faculty participation, will make every effort to place the faculty member concerned in another suitable

position within the institution or facilitate placement elsewhere; provide retraining within the university for alternate careers; or rescheduling from full-time to part-time employment.

- vii. In all cases of termination of appointment because of financial exigency, the faculty member concerned will be given notice or termination salary not less than as prescribed in III.6.7.

- viii. In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

## D. Termination due to discontinuance of program or department or substantial reduction in offerings not mandated by financial exigency.

1. Grounds for termination due to discontinuance of a program or department or substantial reduction in offerings not mandated by financial exigency. Termination of an appointment before the end of its specified term may occur as a result of the bona fide formal discontinuance of a program or department of instruction. The following standards and procedures will apply.

## 2. Procedures for termination due to discontinuance of program or department or substantial reduction in offerings not mandated by financial exigency.

- i. The decision to discontinue formally a program or department of instruction will be based essentially upon educational considerations, as determined primarily by the faculty as a whole or the Strategic Planning Committee. (NOTE: "educational considerations" do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by the discontinuance.)
- ii. Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a program or department of instruction, the institution will make reasonable and diligent effort to place the faculty member concerned in another suitable position.
- iii. A faculty member may appeal a proposed relocation or termination resulting from a discontinuance and has a right to a full hearing before a faculty committee. The hearing need not conform in all respects with a proceeding conducted pursuant to III.6.5, but the essentials of an on-the-record adjudicative hearing will

be observed. The issues in such a hearing may include the institution's failure to satisfy any of the conditions specified in III.6.4D. In such a hearing a faculty determination that a program or department is to be discontinued will be considered presumptively valid, but the burden of proof on other issues will rest on the administration.

- iv. In all cases of termination of appointment because of discontinuance of program or department or substantial reduction in offerings not mandated by financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.
- E. Termination for Medical Reasons.
- 1. Grounds for termination due to medical reasons. Termination of an appointment before the end of its specified term, for medical reasons, will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill essential functions of the job, after attempts have been made to reasonably accommodate, and that the interactive process has been followed as required, and in compliance with all federal and state law.
  - 2. Procedure for termination due to medical reasons.
    - i. The decision to terminate will be reached only after there has been appropriate consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence.
    - ii. If the faculty member so requests, the evidence will be reviewed by the Faculty Affairs Committee of the Faculty Senate before a final decision is made by the trustees on the recommendation of the administration.
    - iii. The faculty member will be given termination salary not less than as prescribed in III.6.7.

## 6.5 Procedures for Imposition of Sanctions Other Than Termination

- A. If the administration believes that the conduct of a faculty member, although not constituting adequate cause for termination, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction; the procedures outlined in III.7 Grievance will govern

such a proceeding.

- B. If the administration believes that the conduct of a faculty member justifies impositions of a minor sanction, such as a reprimand, the provost and the faculty member's dean together shall notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed sanction should not be imposed. If the administration subsequently imposes the sanction, the provost and the dean together shall meet with the faculty member, review the circumstances and considerations that entered into the decision, and read the letter of reprimand to the faculty member or impose other such minor sanction. A copy of a letter of reprimand shall be entered in the faculty member's file. Subsequently, a faculty member who believes that a minor sanction has been unjustly imposed may, pursuant to III.7, petition the faculty grievance committee for such action as may be appropriate.

## 6.6 Termination Procedures for Cause

- A. Termination for cause will be based on grounds listed in III.6.4.B.
- B. Prior to the formal process of termination of a faculty member for cause before the end of his/her specified term, the Chair and/or Dean shall initiate a dialogue involving the faculty member, the chair, the dean, and, if so desired, a mutually acceptable third party with the goal of obtaining the faculty member's perspective on the allegations and allowing the faculty member to respond to the allegations. The outcome of this dialogue may include but is not limited to termination of proceedings; sanction without termination; or mutual agreement on terms and conditions for separation of employment. If, after discussion with the faculty member and deliberation, no resolution is achieved and it is determined that there is sufficient cause to proceed with termination, the Chair and/or Dean shall proceed as set forth below.
- C. Termination for cause, as defined in III.6.4.B, will be preceded by a careful procedure to state the reasons for termination and allow for responses.
  - 1. If the Dean and the Chair agree that termination is appropriate, the Dean and Chair shall apprise the Provost of the situation.
  - 2. After review and consultation with the Dean and the Chair, if the Provost agrees, the Provost will present to the faculty member a formal, written statement outlining the reasons for recommending termination with sufficient particularity to allow the faculty member to respond in her/his defense, as well as a copy of the Termination Procedures for Cause as outlined in the Faculty Handbook III.6.4.B,

and notification of his or her right to be formally heard by the Grievance Committee (see Section 7.3: Grievance).

3. At the time the faculty member receives formal reasons for termination, the Provost will notify the Chair of the Grievance Committee that a statement of reasons for termination has been presented and that this is a grievable case.
4. The faculty member has 14 days in which to file a grievance with the Provost. If the faculty member does not respond to the Provost or declines a hearing, the hearing process stops and termination proceeds.
5. Between 14 and 21 days after initial notification of reasons for termination, should the faculty member decide to pursue a grievance, the Chair of the Grievance Committee will contact the faculty member to obtain their input regarding the formation of the committee (see section 7.4.D).

## 6.7 Termination Notice of Salary

- A. If the appointment is terminated, the faculty member will receive notice in accordance with the following schedule: At least three months, if the final decision is reached by March 1 (or three months prior to the expiration) of the first year of tenure-track service; at least six months, if the decision is reached by December 15 of the second year (or after nine months but prior to eighteen months) of tenure track service; at least one year, if the decision is reached after eighteen months of tenure track service or if the faculty member has tenure. This provision for termination notice need not apply in the event that the termination takes the form of termination for cause as described in III.6.4.B. For notice of non-renewal of appointment, see III.6.3.B. On the recommendation of the Faculty Affairs Committee of the Faculty Senate, the president, in determining what, if any, payments will be made beyond the effective date of termination, may take into account the length and quality of service of the faculty member.
- B. Except in unusual circumstances as determined by the university administration, separation pay is limited to those whose separation from the university is the result of termination for financial, curricular, or medical reasons (see III.6.4.C,D,E) and not for cause (see III.6.4B).
- C. Failure on the part of the university to give termination notice within the time limits stated in III:6.7.A obliges the university to provide termination pay according to III.6.7.D.
- D. Termination pay is determined as follows:
  1. For a non-tenured faculty member with five years of full-time service to the university, six months' salary from the date of final termination.
  2. For a tenured faculty member, one year's salary from the date of final termination.
  3. For a non-tenured faculty member with at least three but less than five years of full-time service to the university, three months' salary from the date of final termination.
  4. For a non-tenured faculty member with less than three years of full-time service to the university no termination pay.
- E. Termination pay is noted on a faculty member's Seventh-day Adventist denominational service record but does not cancel any part of the accrued service credit. If the faculty member subsequently re-enters denominational service, any further separation pay will be based on service credit since the date of the previous payment.
- F. Failure of the university to give notice within the specified time (see III.6.3.B and III.6.7.A) obliges the university to continue the faculty member on salary for the period of notification and to pay additional compensation for the amount of time the notification is late. (For example, if six months' notice is given three months late, the faculty member will receive salary and benefits for six months from the actual date of notification plus an additional settlement equivalent to three months of salary.)



# Grievance

7.1	Faculty Grievance Policy
7.2	Mediation and Informal Process
7.3	Formal Grievance Process
7.4	Grievance Committee and Hearing Panel Composition and Functions
7.5	Procedures for a Grievance Hearing
7.6	Decision of the President

## 7.1 Faculty Grievance Policy

The university is committed to providing a fair, safe, and productive work environment where grievances are addressed with sensitivity and expeditiously. The objective of the grievance procedure is to resolve any serious dispute occasioned by a faculty member's belief that action taken by the university has adversely affected her or his rights. This process may also provide the parties the opportunity to determine when and how their dispute may be resolved, and an opportunity for dialogue and understanding. Efforts should be made to resolve the dispute informally through use of administrative options and a Mediator before beginning the formal grievance process.

## 7.2 Mediation and Informal Process

### A. Informal Procedures

1. The parties may voluntarily choose to mediate the dispute at any time during the process. All discussions taking place during the mediation shall remain confidential. Due to the inherent conflict of interest, it is advisable to choose a Mediator that is not employed or otherwise engaged by the university. The Mediator shall be acceptable to both parties in the dispute and should be someone who is formally trained and experienced in mediation. It is recommended that the parties consult with the University Center for Conflict Resolution to identify a potential Mediator or other resources available for the mediation process.
2. A Mediator is not an advocate for either party in a grievance and does not participate in a formal University grievance procedure or an adjudicative procedure. No action by a Mediator will deny a grievant continuing access to prescribed grievance procedures. Mediation is a confidential process in which a neutral third party assists in resolving a dispute between two or more parties in a non-adversarial approach. Mediation is not equivalent to arbitration. The Mediator facilitates communication between the parties and may generate options that meet the interests of all parties in resolving the conflict.

The Mediator does not impose a resolution, but helps the parties come up with their own solution. The Mediator's only interest is to provide an environment conducive to frank discussion and resolution.

3. Unless otherwise agreed to by both parties, the grievance process is not suspended while mediation is ongoing.

## 7.3 Formal Grievance Process

- A. If satisfactory resolution does not occur during the informal grievance process, the grievant may file a formal complaint with the provost, who will notify the president. Once notified the president shall convene the Grievance Committee to consider the dispute. The provost will provide full documentation to the chair of the Grievance Committee.
- B. Complaints shall be reported on a form that includes, at least, the following information:
  1. date(s) of the grievable incident(s) including specific instances or examples of the complaint;
  2. the name(s) of the respondent(s);
  3. the complete statement describing the grievable incident including all facts upon which the complaint is based;
  4. the basis for the claim of grievance,
  5. identification of which policies are at issue, with references to specific passages in the Faculty Handbook
  6. description of informal steps already taken to resolve the situation,
  7. specification of the remedy sought, and
  8. the signature of the grievant(s).

The grievant may provide an additional written document to accompany the complaint that frames the issues and provides background information. This document will also be provided to the respondent(s). The respondent(s) may provide a written rebuttal that would be made available to the grievant and the chair of the Grievance Committee.

- C. One yearly report will be made by the Faculty Affairs Committee to the Faculty Senate and forwarded to the University President. The report will include the following statistics provided by the Provost's office: the number of inquiries handled, the extent to which any concerns or disputes were satisfactorily resolved and the resources used in the resolution processes.

## 7.4 Grievance Committee and Hearing Panel Composition and Functions

- A. After notification by the president, if applicable (subject to definitions currently being developed), the Grievance Committee will convene to determine whether the complaint is grievable. If the complaint is found to be grievable, the Grievance committee determines that a hearing panel should be formed (pursuant to 7.4.D and E) and sets a time and place for the panel hearing to convene that is not less than ten days and not more than thirty days from the date of notification by the president, unless good cause is shown for delay (see 7.5.D).
- B. The Grievance Committee consists of nine full-time faculty members. Each school of the university will be represented by at least one member.
  1. The members are nominated by the president and the chair of the Faculty Senate and confirmed by the Faculty Senate for two-year terms. Four new members are confirmed in the spring of one year, and five new members are confirmed in the spring of the succeeding year.
  2. The chair is elected by committee vote at the first meeting of the committee each academic year.
  3. If a committee member resigns, a replacement is nominated by the president and the chair of the Faculty Senate and confirmed by the Faculty Senate to serve out the remainder of the term.
  4. On the completion of each grievance process, the chair of the Grievance Committee will report to the chair of the Faculty Affairs Committee: a) the fact that there was a grievance, b) if the grievance was resolved informally, and c) if a formal grievance panel was convened, what the final outcome was. This provides the basis for the reporting requirement in 7.3.C.
- C. The functions and responsibilities of the Grievance committee shall not involve investigation, but rather evaluation of university decisions. The responsibilities are:
  1. To review and evaluate university policies and procedures relating to formal grievances of members of the faculty, and to recommend revisions to the Faculty Affairs Committee of the Faculty Senate.
  2. To evaluate whether a grievance has sufficient merit to be examined further and if so to form a hearing panel.
- D. A hearing panel consists of five members chosen from the Grievance committee: two by the grievant, two by the administration, and one by the Faculty Senate Steering Committee. The panel elects one of its members to chair the hearing. The hearing panel shall advise the Grievance Committee and the President of its decision.

The responsibilities of the hearing panel are:

1. To hear formal grievances and make recommendations to the president regarding the merits of a grievance brought by a faculty member. The Hearing Panel may not re-investigate the finding of facts determined through Title IX processes or other “protected classes” policies. However, the Hearing Panel’s role does include:
  - a. the review of whether investigations have been conducted in good faith, or to determine if policy was appropriately followed. More specifically, questions that are appropriate for the hearing panel to determine include:
    - i. Is there a procedural (or substantive) error that significantly impacted the outcome of the hearing/investigation (e.g. bias, conflict of interest, deviation from protocol or procedure, etc.)?. If the hearing panel determines that procedural error occurred, it may return the grievant to the original hearing body with instructions to reconvene to cure the error.
    - ii. Is there new evidence, not available during the initial investigation that substantially impacts the original finding or sanction, which should be considered? A summary of this evidence and explanation should be provided for the hearing panel to evaluate. If the hearing panel determines that the new evidence should be considered it will return the grievant to the original fact-finding body to reconsider in light of the new evidence, only.
  - b. the processing of claims that the sanctions imposed were substantially disproportionate to the severity of the violation. If the hearing panel finds that the sanctions imposed are disproportionate to the severity of the violation, the hearing panel will return the grievance to the university administration, which may increase, decrease or otherwise modify the sanctions. This decision is final.
- E. Conflicts of Interest and Designees
  1. Individuals charged with implementing this grievance policy may know the parties to a grievance action, they may know other members of the college community who provide information bearing on the resolution of the grievance, and they may have a general prior knowledge of the grievance. Acquaintance with the parties or others involved and general knowledge of the grievance do not in themselves constitute conflicts of interest, for the grievance policy presumes that the individuals implementing the policy will conscientiously discharge their duties, acting in good faith. Direct involvement, including but not limited to family members, involvement as an immediate party,

a third party (e.g. as a witness), or as a participant in rendering a decision related to the grievance, does constitute a conflict of interest. Persons charged with implementing these policies must exercise their good judgment in declaring conflicts of interest where the conflicts may not be immediately apparent.

2. In the event a member of either the Grievance Committee or the Hearing Panel declares he/she has a conflict of interest in the case, the member shall recuse himself/herself from service on the Grievance Committee. A new member shall be selected from the Grievance Committee.
3. In cases where the President declares (s)he has a conflict of interest, where it is apparent that the President has a conflict of interest, or where, for other good reason, the President is unable to participate in the process, a designee will be appointed to fill the functions assigned herein to the President.
4. In the event that a claim is against the President, and the Grievance Committee finds the claim has merit, the Board of Trustees shall appoint a designee to take the President's place to discharge the duties of the President under this policy.

## 7.5 Procedures for a Grievance Hearing

When a grievance hearing is necessary, it is conducted according to the following procedures:

### A. Advisor.

The grievant has the right to be present with an advisor, if he or she chooses. The grievant, and anyone called to provide information on the grievance may be accompanied by an advisor to any discussion whose purpose is to resolve the dispute. The advisor's role is to advise the relevant party; he or she, therefore, may not directly address those considering the grievance or question the witnesses.

### B. Documentation of Hearing.

A stenographic record of the hearing will be archived by the office of the Provost for five years and copies made available to both parties, within fourteen days of the conclusion of the hearing.

### C. Evidence.

Any pertinent oral or documentary evidence may be received or sought. Grievant and respondent will be allowed to provide opening and closing statements, and to attend one another's statements. A list of witnesses to be called by the Hearing Panel will be provided to both parties. The hearing panel may exclude irrelevant and unduly repetitious evidence. The grievant or the university administration may submit oral or documentary evidence, rebuttal evidence, oral or written argument on the evidence and merits of the

case, and may inspect documentary evidence offered. Both grievant and other impacted parties will be kept informed of the progress of the hearings.

### D. Time Guidelines

1. The grievant should file his or her grievance within fourteen days of being notified of the decision. Delay in filing a grievance may constitute grounds for rejection of the grievance.
2. Unless an exception for good cause is requested by the Committee, or the Grievant, and granted by the President and/or designee, the Grievance Committee will convene a hearing panel within thirty days and not more than forty-five days from the date of notification by the president and/or designee.
3. The hearing panel shall submit a written report to the president within sixty days of its appointment unless circumstances clearly warrant a longer period. If the inquiry takes longer than sixty days to complete, the hearing panel shall provide the president written documentation of the reasons for exceeding the limit. The president will then notify the grievant of the new timeline.
4. While the above timeline will usually be appropriate and feasible, flexibility in scheduling should be allowed when (a) the timeline is interrupted by summers and other holidays or (b) when the nature of a case under consideration is of sufficient complexity to require a lengthened time frame. In the event that greater flexibility in scheduling is deemed necessary, the extended deadlines will be communicated to the president, the grievant, and all pertinent parties.
5. To ensure that safeguards are in place for faculty members who are grieving a termination for cause, the grievant's salary will continue to be paid throughout the grievance process, even when circumstances require that a faculty member be removed from contact with students and/or colleagues.

### E. Hearing Panel Procedures:

1. The Grievance Committee has the final say on how many witnesses, how much documentation may be submitted and who will speak at the Hearing. The Committee may request that the parties provide written statements of witnesses, may request further documentation, may request signed and dated witness statements, and may submit written questions to each party at any time throughout the process.
2. Each party shall have an opportunity to make opening and closing statements;
3. each party may be present during the entire time that the hearing is being conducted;

4. parties shall provide a list of witnesses to the Grievance Committee with a short description of the witnesses' anticipated statement;
5. parties shall be regularly informed of the process;
6. parties have the right to submit documentation to support their claim;
7. a verbatim record of the hearing or hearings will be taken, and a copy will be maintained in the Provost's Office and be made available to the faculty member without cost, at the faculty member's request.
8. The burden of proof that adequate cause exists rests with the University and will be satisfied only by preponderance of the evidence in the record considered as a whole.
9. The hearing committee will grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
10. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the hearing committee in securing witnesses and in making available documentary and other evidence.
11. The hearing committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
12. The decision will be based solely on the hearing record.
13. Parties shall be formally notified of the outcome of the hearing.

F. Confidentiality.

These procedures are designed to provide a fair internal mechanism for resolving disputes between the University and faculty members. In order to protect the claimant's privacy rights and to ensure a safe environment conducive to transparent communications and resolution, the grievance process is to remain confidential. This includes but is not limited to the fact that there is an ongoing grievance, the contents of discussions, names of witnesses, identities of persons involved in the hearings, documents provided, witnesses who may appear before the panel. All communication to parties who are not members of the committee regarding or relating to the hearing during the process, shall be conducted by the Chair of the Committee or designee, and only on a need to know basis. However, subject to applicable law, there may be instances when information may be disclosed in order to conduct a thorough and fair process. In addition, there may be instances when information may be disclosed by third parties not acting as agents

of the University. Therefore, complete confidentiality is not guaranteed.

G. Withdrawal of Grievance

The grievant may withdraw the grievance at any stage of the process. A withdrawal is accomplished by submitting written request by the grievant that retracts the complaint and states that the dispute no longer exists, or that the grievant no longer wishes to pursue the grievance. Withdrawal of a grievance stops the grievance review and hearing process.

H. Burden of Proof

The hearing panel's role is to ensure that the process as set forth in the Faculty Handbook has been followed by preponderance of the evidence or, that the threshold of substantial evidence, when appropriate, is met.

1. Substantial Evidence shall apply in cases where the Faculty member grieves a denial of tenure, in which case it is the Faculty member's burden to show that the proposed action is not supported by substantial evidence – Substantial evidence is more than a mere scintilla. It means such reasonable evidence as a reasonable mind might accept as adequate to support a conclusion. Because the burden of proof is on the faculty member, (s)he must be provided access to the documentation used to make a decision.
  2. Preponderance of Evidence shall apply in cases where the Faculty member is grieving a termination or other proposed action that materially affects the member's terms and conditions of employment. In such cases, it is the University's burden to show that the intended action is supported by a preponderance of the evidence.
- I. Decision of the Hearing Panel.

Within ten days after the conclusion of the hearing, the hearing panel formulates its findings together with its recommendation. Disposition may include but is not limited to a finding that:

1. The administration's decision is sustained
2. The administration's decision is not sustained
3. The administration's decision is sustained in part and not sustained in others
4. The Committee may provide several options to the parties for resolving the grievance, including an indication that the proposed action is not proportionate to the complaint.

#### J. Delivery of Decision and Recording.

The hearing panel transmits its findings and recommendations and a transcription of the hearing to the president of the university. A copy of the findings and recommendations is also delivered by the hearing panel to the grievant. The grievant shall have a right to the transcript if requested.

### **7.6 Decision of the President**

Upon receipt of the recommendation, the president, within ten days, makes a decision and notifies both the grievant and the hearing panel of the decision. If the President chooses not to follow the recommendation of the Hearing Panel, (s)he will provide a rationale for the action in writing or in person, within thirty days, to a subset of the Faculty Senate in executive session defined as the past chair, chair, chair-elect, tenured faculty members and full professors who are ineligible for tenure. This body may then offer its counsel to the President. Throughout this process, steps must be taken by the Senate leadership to ensure that appropriate confidentiality has been maintained, any potential conflict of interests have been avoided, and a transparent decision-making process has been safeguarded.

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## Appendix A

# Aims of the University

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[On June 24, 1991, the Board of Trustees adopted a mission statement for the university upon the recommendation of the University Planning Council. The following statement constitutes the majority of that document.]

*As a community of learning that is also a community of faith, La Sierra University fulfills its mission by engaging in three kinds of activity. It educates undergraduate and graduate students; it promotes research in the areas in which it offers instruction; and it contributes to the good of the larger society.*

The University educates its students through a broad offering of studies in the liberal arts and sciences and in selected professional areas. It promotes research through encouraging and facilitating original investigation, critical reflection, and scholarly publication. It serves its various communities through adult education, resource centers, cultural events, nontechnical publications, and professional consultation. Among these varied activities, the University maintains as a vital concern the education of its undergraduate students.

Thus this University does the things most other universities do. But it does these things as the fruition of its Adventist heritage and commitment, even as it welcomes students from all religious and cultural backgrounds. The University's religious orientation provides a perspective for its educational programs and projects, a motivation for its intellectual vitality and rigor, a framework for its moral values and lifestyle, and a basis for its social consciousness and public service. Convinced that God is the author of all truth, the University maintains an atmosphere of freedom and openness for intellectual exploration and expression.

*As La Sierra University does its work of teaching, research, and service, it strives to exemplify its ideals of educational comprehensiveness, community interaction, and intellectual excellence.*

The University intends to address the needs of a wide range of students who are both academically qualified for and genuinely interested in the kind of education it offers. It serves Adventist and other high school graduates and transfer students from all parts of the world. It serves graduate and professional students within the areas of business, education, religion, and the liberal arts and sciences. It serves adult students whose education has been interrupted and who desire to complete the requirements for a university degree or credential. Meeting the needs of this wide diversity of students requires a corresponding diversity of educational programs and strategies.

The University intends, furthermore, to respond to the needs of students and teachers as whole persons. Accordingly it seeks to challenge the intellect to acquire the knowledge and skills essential to an effective, productive, and satisfying life in the

coming decades. It seeks to engage the spirit in establishing fundamental values and attitudes of moral integrity, intellectual curiosity, religious commitment, and social concern. It seeks to nurture a mature sense of personhood through the development of appropriate self-esteem and self-direction as well as significant interpersonal relationships. And it seeks to enhance the body by encouraging and facilitating lifelong physical well-being.

Believing that all humanity is created in the image of God, the University celebrates the diversity and inclusiveness of its students, faculty, and staff in regard to race, national origin, gender, and age. The University recognizes this diversity and inclusiveness as a valuable asset in the preparation of all its students for positions of service and leadership in the professions, in business, in government, and in the church.

The University intends to interact vigorously with its multidimensional world—including its founding and sponsoring church, its growing urban community in California's Inland Empire, its neighboring educational institutions, and its wider intellectual and cultural environment at the juncture of the twentieth and twenty-first centuries.

The University intends to teach its students how to make the world a better place in the future by involving them in making it a better place now. It intends to be, for both its religious and its secular publics, a significant influence—reasoned and relevant, critical and constructive voice; a light on the way to the future; and a source of knowledge and energy for responding to a wide spectrum of human needs.

The University intends to promote intellectual excellence in four complementary ways. It seeks to encourage and enable each student to learn as much as she or he can. It seeks to draw individual students into the ongoing scholarly conversation in their own academic and professional disciplines. It seeks to prepare students both for further education in graduate and professional schools, and for employment in the world they will actually inhabit in the future. And it seeks to initiate students into a responsible life that is intelligent and informed, unselfish and involved, open and growing.

In its drive toward recognized excellence, the University intends to recruit, support, and nurture teacher-scholars who are distinguished for their intellectual competence and vigor; for the breadth and depth of their own educational background; for their continuing involvement in research, reflection, and publication; for their personal integrity and religious commitment; and for their enthusiasm for teaching.

Besides promoting research and publication by both faculty and students, the University intends to develop courses and curriculums that will anticipate the future opportunities and needs of its graduates. Although there is room for growth in

student enrollment and educational programs, the University intends to maintain among its students, faculty, and staff a quality of personal relationship that energizes and enriches all of its activities of teaching, research, and service.



Appendix B  
**Constitution and Bylaws  
of the Faculty Senate**

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ARTICLE I:	PURPOSE	ARTICLE VIII:	AMENDMENTS
ARTICLE II:	AREAS OF FUNCTION	ARTICLE IX:	FACULTY SENATE BYLAWS
ARTICLE III:	AREAS OF NON-FUNCTION	ARTICLE X:	RATIFICATION
	Section 1		
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		Rule 1	Parliamentary Procedure
ARTICLE IV:	UNIVERSITY FACULTY	Rule 2	Quorum
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ARTICLE V:	MEMBERSHIP OF FACULTY SENATE	Rule 7	Publication of Faculty Senate Activities
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ARTICLE VI:	OPERATIONAL FUNDING		
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The Faculty Senate for La Sierra University is the recognized representative body for the university-wide faculty. The Faculty Senate represents the independent voice of the University Faculty as it works cooperatively with the administration, Board of Trustees and student body to secure effective participation in the activities, policies and governance of La Sierra University.

## Article I: Purpose

The primary purpose of the Faculty Senate is to provide an organized forum where the faculty of the University may actively participate in the governance of their University. To accomplish this purpose, the Faculty Senate has the responsibility to:

- A. Gather and represent to the University administration and to the University Trustees and alumni through the president the viewpoints of the University faculty as it concerns itself with the development of a University based on excellence in all respects;
- B. Initiate proposals for constructive changes and development in academic affairs;
- C. Initiate proposals for constructive changes and development in faculty affairs;
- D. Formulate, support, and recommend policies of sound education, fair and just administration and prudent fiscal management;
- E. Devote its deliberations and activities to matters of inter-school interest or concern and not to those essentially intra-school;
- F. Foster, encourage and facilitate communication among the college/schools which make up the University.

## Article II: Areas of Function

- A. To have primary responsibility for proposing ongoing academic master planning for the University. The University Council has the responsibility for integrating planning and resources for accomplishing the wishes of the Faculty Senate in academic master planning. Administrators and administrative committees have primary responsibility for the implementation of the policies determined by the University community.
- B. To formulate general and inter-school policies relating to academic standards, practices, and service, and to advise the president concerning their interpretation, application, evaluation, and revision. Areas of concern include but are not limited to: general academic admission standards, the academic calendar, general degree requirements, student scholarship programs, philosophies to guide academic budgeting, general education, and other curricula and programs (e.g., the Honors Program) serving the students of more than one college/school.

- C. To recommend general policies and procedures relating to faculty appointment, re-appointment, rank, track, tenure, status of teaching personnel, and to ensure compliance with college/school policies and practices in these particulars.
- D. To evaluate and review the function and responsibility of University governance by periodic review of the performance of entities within the University including the Faculty Senate itself, committees of the University, and administrative officers as they affect faculty governance.
- E. To recommend general policies regarding faculty status including faculty morale, leaves and sabbaticals, and remuneration.
- F. To recommend revisions to the University Faculty Handbook and to approve revisions before their implementation.
- G. To recommend revisions of general policies pertaining to procedures for faculty grievance, separation, termination, and retirement.
- H. To ensure proper grievance procedures and adherence to recruitment and affirmative action policies.
- I. To foster faculty evaluation and other means of professional development.
- J. To promote research as an essential component of University academic life and to establish philosophies, guidelines, priorities, and procedures, as necessary, for dealing with the complexities inherent in the allocation of University resources for the support of research.
- K. To ensure adequate student input when general student concerns are addressed.
- L. To be responsible for requesting information regarding any area of university actions in which academic or faculty affairs are affected.
- M. To refer to the president (for adoption or further referral) recommendations concerning policies not clearly within the jurisdiction of the Faculty Senate.

## Article III: Areas of Non-function

**Section 1:** Matters essentially intra-school, and therefore not under Faculty Senate purview, including but not limited to:

- A. Curriculum, academic and admissions standards, intra-school research, and scholarship within the standards established for the general quality of studies;
- B. Recommendation of students for University degrees;
- C. Evaluation of individual faculty performance in the classroom;

- D. Appointment, re-appointment, rank, and tenure decisions affecting individual members of the faculty;
- E. Recommendations for filling intra-school administrative positions.

**Section 2:** Matters essentially outside of Faculty Senate purview, include but are not limited to the non-academic aspects of:

- A. University Religious Life;
- B. University Student Life;
- C. University Advancement;
- D. University Operations.

## Article IV: University Faculty

**Section 1:** Membership—For the purpose of the Faculty Senate, members of the University Faculty are defined as all full-time, salaried part-time, and emeritus faculty, excluding contract, adjunct, and those on leave.

### Section 2: University Faculty Meetings

- A. A meeting of the University Faculty may be called by a majority vote of the Faculty Senate. The agenda for the University Faculty meeting must be presented to the president's office at least three working days before the date of the University Faculty meeting. Further, any twenty-five members of the University Faculty may call a University Faculty meeting by submitting to the chair of the Faculty Senate a written petition calling for the meeting with the twenty-five faculty members' names, ranks, and signatures together with the proposed agenda items clearly defined.
- B. The chair of the Faculty Senate shall preside at any meeting of the University Faculty.

### Section 3: Powers of the University Faculty

- A. Initiative — The initiative is the power of the University Faculty members to propose policies and amendments to the Constitution, and to adopt or reject them. An initiative measure may be proposed by presenting to the president a petition that sets forth the text of the proposed policy and is certified by the president to have been signed by University Faculty members equal in number to at least 10 percent of their total number. Within 10 working days, the president shall then submit the policy for a vote by the University Faculty.
- B. Referendum—The referendum is the power of the University Faculty members to approve or reject policies or parts of policies enacted by the Faculty Senate. A referendum measure may be proposed by presenting to the President, within 10 working days after the action by the Faculty Senate, a petition certified to have been signed by University Faculty members equal in number to at least 10 percent of the total number of University

Faculty members. Within 10 working days, the President shall then submit the policy for a vote by the University Faculty.

- C. Recall—The recall is the power of University Faculty members to remove a Faculty Senate representative. A recall of a representative is initiated by delivering to the president a petition alleging reason for recall. Sufficiency of reason is not reviewable. Proponents have 10 working days to file signed petitions. A petition to recall a representative must be signed by at least 3 University faculty members of the University entity having elected the representative or 15 percent of the total number of University Faculty members of the University entity having elected the representative, whichever is larger. An election to determine whether to recall a representative shall be called by the president and held not less than 10 working days nor more than 15 working days from the date of certification of sufficient signatures. If the majority vote on the question is to recall, the representative is removed. [See Article V, Section 5-B regarding replacement of the recalled representative.]

## ARTICLE V: MEMBERSHIP OF FACULTY SENATE

### Section 1: Membership

- A. Those eligible for voting membership in the Faculty Senate shall include:
  1. Full-time University faculty with the rank of assistant professor, assistant librarian, or lecturer I or above who spend less than one-half of their time (as determined by the provost) in administrative duties.
  2. Part-time salaried faculty who are considered at least half-time in regard to their teaching duties.
  3. Full-time instructors who have held faculty appointments for at least a two-year period at La Sierra University.
  4. Emeritus faculty members.
- B. The non-voting members in the Faculty Senate shall include:
  1. The University president and provost.
  2. Before the first meeting of the Faculty Senate each academic year, the president of the University in conjunction with the Senate chair shall select as many additional faculty and administrators, including college/school administrators, as they may deem appropriate. These appointed members shall be ratified by the Faculty Senate at its first meeting of the academic year.

**Section 2:** Apportionment—The Faculty Senate shall consist of voting Representatives elected by the faculties of the academic entities (college, schools, and academic support services) of the University. No faculty member shall be counted in more than one academic entity. Faculty members with dual or joint appointments shall be counted in the academic entity of their primary appointment.

- A. Each college/school in the University shall elect form its membership two representatives plus an additional representative for each twelve of its members or major fraction thereof, minus emeritus faculty. Part-time salaried faculty considered half-time or above will count cumulatively toward a college/school's overall apportionment, with any resultant fraction of one-half or higher rounded up to the nearest whole number.
- B. Academic Support (Library, et. Al.) shall elect from its members of the University Faculty having appointment in the Academic Support Services one representative plus an additional representative for each twelve of its members of the University Faculty or major fraction thereof.

**Section 3:** Term—The elected membership of the Faculty Senate shall serve for a term of three years with one-third of the members elected each year. No elected member may serve for a continuous period exceeding six years (Exception: Article VII, Section 1-B). Newly-elected representatives shall begin their terms of service July 1 of the year elected and their terms shall end June 30 three years later. Ex-officio, non-voting members of the Faculty Senate serve for a term of one year renewable upon reappointment.

**Section 4:** Election

- A. The election of representatives shall be conducted in the following manner:
  1. In January of each year the secretary of the Faculty Senate shall determine the entitlement of each school by using the apportionment formula outlined in Article V, Section 2, based on the current school year.
  2. By February 1 the secretary shall notify each dean of the number of representatives to be elected from his or her school.
  3. The dean and Senate Whip shall work jointly to conduct the election process in each school.
  4. The deans of the schools shall notify the secretary and the successful candidates of the results before the May Faculty Senate meeting.
- B. Alternate representatives shall be elected by each school to: (1) attend Faculty Senate meetings to provide wider participation in University Faculty Senate affairs, (2) serve as voting members of the Faculty Senate in the absence of a representative from their school, and (3) fill the un-expired term of representatives who cannot complete their elected term. The total

number of Alternates shall be two, or one for each three representatives or fraction thereof, whichever is greater. Alternates shall be elected by each school by the same process as regular representatives, and shall serve for a period of one year.

**Section 5:** Termination of Membership

- A. Termination of Faculty Senate and/or committee membership occurs upon any of the following:
  1. Expiration of the elected term;
  2. Resignation by notifying the chair of the Faculty Senate or committee chair in writing, or by terminating employment with the University;
  3. Absence from two successive regular Faculty Senate meetings, or from three regular meetings in any one Faculty Senate year, without previous written notification to the secretary of the Faculty Senate of the intended absence and identification of an alternate representative who has agreed to attend in the representative's absence;
  4. Absence from two successive committee meetings without prior notification to the committee chair;
  5. Change in appointment to: (i) administrative status, (ii) the faculty of another school within the University, (iii) part-time status.
- B. Upon a representative's termination due to resignation, absence or change of status, an alternate from the representative's college/school shall be selected by the Faculty Senate to serve the remaining portion of the un-expired term. That college/school shall then conduct a special election to elect a replacement alternate.

**ARTICLE VI: OPERATIONAL FUNDING**

By February 1, the provost, the chair, and chair-elect of the Faculty Senate shall determine the Senate's upcoming fiscal year operating budget and the reimbursement due the chair-elect's department of appointment.

**ARTICLE VII: ORGANIZATION AND PROCEDURE**

**Section 1:** Officers

- A. Officers of the University Faculty Senate shall be elected from among the current and prior elected members of the Faculty Senate and shall consist of a chair, who shall serve for one year and will be the Faculty Senate Invitee to the Board of Trustees; a chair-elect, who shall serve as vice-chair for one year and then become chair; and a secretary, who shall serve for a two-year term. Each year shall run from July 1 through June 30.
- B. The representative elected to the position of chair-elect shall automatically be continued as a member

of the Faculty Senate for three additional years from the appropriate school. He or she shall thus serve as chair-elect for one year, as chair for the second year, and as immediate past-chair the third year. Normally, membership in the Faculty Senate shall conclude at the end of a six year period, which includes both the three years of additional service accompanying the position of chair-elect as well as the original three year appointment to the Faculty Senate, the balance of which may occur after rotating out of the position of past-chair.

- C. The chair shall be granted a minimum of one-third reassignment from regular faculty load during his or her tenure in office. The chair-elect shall be granted a minimum of one course reassignment for one quarter, pending funding.

### Section 2: Steering Committee

- A. The Steering Committee of the Faculty Senate shall consist of the chair, the chair-elect, the immediate past chair, the secretary, and one member elected at large from the Faculty Senate. Service will commence on July 1 and conclude on June 30.
- B. The duties of the Steering Committee are to:
1. Carry out the duties of the Steering Committee as provided in the Constitution and Bylaws, policies and minutes;
  2. Act on behalf of the Faculty Senate when time constraints do not permit referring items to the full Faculty Senate and/or one of its standing sub committees;
  3. Perform the function of a nominating committee;
  4. Assure that each Faculty Senate standing committee receives a clear description of its function and has the essential resources to fulfill its functions. The Steering Committee may replace the chair and/or members of standing committees, if necessary, to assure effective functioning in the interest of the Faculty Senate;
  5. Provide leadership in orienting Representatives to their tasks so as to strengthen the overall effectiveness of the Faculty Senate;
  6. Supervise expenditures of Faculty Senate funds;
  7. Report to the Faculty Senate all agendas and minutes of the Steering Committee;
  8. Conduct its meetings in an open manner with the understanding that any Representative, Alternate, Invitee or other University faculty member who wishes to attend may do so.
- C. The Steering Committee may meet in executive session to consider personnel matters and conduct other confidential business as needed.

**Section 3: Election of Officers**—The Faculty Senate Steering Committee shall present, when possible no later than February Senate meeting, nominees (two preferred) for each elected office (chair-elect, member-at-large and, in alternate years, secretary) for the subsequent year. Elections shall normally be held at the next regularly scheduled meeting but may be held at the same meeting that a nominee is presented if not doing so would leave a vacancy in the position. In the event that any elected officer of the Faculty Senate shall resign or become unable to serve, the Steering Committee shall nominate a successor, who must be confirmed by the Faculty Senate, to serve the un-expired portion of the term of office.

### Section 4: Committees of the Faculty Senate

- A. The Steering Committee of the Faculty Senate shall nominate candidates to serve as members of the standing committees of the Faculty Senate. The Steering Committee shall also serve to nominate ad hoc committees as required by the Steering Committee or the body of the Faculty Senate. All Committee nominations are to be ratified by the Faculty Senate.
- B. Standing Committees—Standing committees, except as otherwise noted, are formed as follows: chairs will be elected to serve a two-year term and members will serve for three-year terms with one-third being replaced each year. The Senate will elect faculty for the following standing committees:
1. Steering Committee (defined in Article VII, Section 2). The University president is an ex officio, non-voting member.
  2. Undergraduate Academic Council. The provost is an ex officio, non-voting member.
  3. Faculty Affairs Committee. The chair-elect of the Faculty Senate will be a member of the Faculty Affairs Committee. The University legal counsel is accessible as a non-voting invitee.
  4. Research and Scholarship Committee. The University library director and computing director are ex officio, non-voting members.
  5. Salary and Benefits Committee. The vice-president for financial administration (or designee) is an ex-officio, voting member. The human resource director is a voting member, and serves as the committee secretary (See Part III.5.1. of Faculty Handbook for committee structure.)
- C. Ad Hoc Committees—The Steering Committee or the Faculty Senate shall appoint ad hoc committees as necessary to assist in conducting its business. All ad hoc committees shall be provided with a definition of tasks and a time line for completing their tasks.
- D. Committee Membership—Voting membership on standing committees or on ad hoc committees is determined by the Faculty Senate. Faculty members who are not currently senators are eligible to be selected

as members on standing or ad hoc committees. At a committee's discretion, the committee may enlist non-voting members from outside the Faculty Senate membership.

- E. Termination of Committee Membership—Termination of committee membership occurs upon completion of the assigned tasks in the case of ad hoc committees, resignation by notifying the committee chair in writing, terminating employment with the University, or absence from two successive committee meetings without prior notification to the committee chair.
- F. Committee Reports—Standing committees shall report regularly to the Faculty Senate. Special reports of standing committees shall also be made to the Faculty Senate at the request of the Steering Committee or the body of the Faculty Senate. Ad hoc committees shall report to their parent entity (standing committee, Steering Committee, or the Faculty Senate) as requested. All standing and ad hoc committees shall proceed in a professional and timely manner to accomplish their tasks for the Faculty Senate as outlined by the parent entity.

**Section 5:** College/school Whips—Following the Faculty Senate's election of its Steering Committee, each college/school shall elect two of its non-Steering Committee Senate representatives to function as its Whip and alternate Whip. The Whip's duties shall be to facilitate two-way communication between the faculty of its college/school and the Faculty Senate.

**Section 6:** Meetings and Hearings

- A. The Faculty Senate shall conduct eight meetings on a monthly schedule, October through May. Additional regular meetings may be scheduled June through September. Special meetings of the Faculty Senate may also be called at the discretion of the Steering Committee or by written petition of one-third of the Faculty Senate membership.
- B. The Faculty Senate provides opportunity for direct faculty input through the use of the ,“new business” agenda item at regularly scheduled Senate meetings or at special meetings called for this specific purpose. The chair may refer new business directly to the Steering Committee.
- C. Except in the case of an executive session, any University faculty member, administrator, board member, or student is invited to attend the meetings of the Faculty Senate and, upon recognition by the chair, may speak.

**Section 7:** Communications

- A. Decisions of the Faculty Senate regarding matters within its purview shall be submitted in writing to the University president. The chair of the Faculty Senate

shall report to the Faculty Senate on the progress of its action within 60 days. If an action of the Faculty Senate is not responded to within a reasonable time, or is vetoed by an administrative body, the Faculty Senate may appeal to the president. The president will report to the Faculty Senate within 90 days on the questioned action or policy. After allowing for pertinent discussion, the Faculty Senate shall vote its response.

- B. The secretary shall keep the members of the University Faculty and Administration informed of the activities of the Faculty Senate through: (1) advance circulation of agendas for forthcoming meetings, (2) circulation of minutes of all Faculty Senate meetings, (3) reports to university faculty meetings, and (4) maintenance of a file of all Faculty Senate meetings and committee meeting minutes for a period of at least the last five years.

**Section 8:** Appeals Process—An appeals process will ensure that any one college/school cannot become subject to a policy that, in its judgment, will become extremely detrimental to its success. Any college/school may appeal to the president policy decisions voted by the Faculty Senate over the objections of all of that college/school's representatives. To facilitate a resolution, a mediator, acceptable to all the college/schools of the University, shall be appointed by the president and shall be empowered to hold hearings regarding the disputed policy in a neutral arena and to negotiate a resolution. The mediator shall report his or her findings to the Faculty Senate for a resolution of the matter.

## ARTICLE VIII: AMENDMENTS

This constitution may be amended as follows:

- A. Proposed amendments must be approved by a majority of the membership of the Faculty Senate.
- B. Proposed amendments approved by the Faculty Senate must be ratified by the faculty within three months of the date of Senate approval. The ratification process shall be one of the following:
  - 1. A two-thirds majority vote at a university-wide faculty meeting with a minimum of 50 percent of faculty attending or, in the event that such a meeting cannot be arranged within three months,
  - 2. A two-thirds majority vote on a written ballot provided a minimum of 50 percent of university faculty participate.
- C. Proposed amendments approved by the Faculty Senate and ratified by the Faculty must then be submitted to the president for approval by the Board of Trustees of the University.

## **ARTICLE IX: FACULTY SENATE BYLAWS**

The Faculty Senate shall adopt bylaws as necessary. The bylaws may be adopted or amended by a majority vote at any regular Faculty Senate meeting, provided that the proposed bylaws or amendments have been submitted in writing to the Faculty Senate at the previous meeting or appear on the previously circulated written agenda for the present meeting.

## **ARTICLE X: RATIFICATION**

The University Faculty shall be governed, henceforth, by the rules set forth in this document, upon ratification by no less than a two-thirds majority vote of its members.

## BYLAWS OF THE FACULTY SENATE LA SIERRA UNIVERSITY

**Rule 1** Parliamentary Procedure: The Faculty Senate shall be governed by the latest edition of Robert's Rules of Order, Revised in all cases in which they are applicable and in which they are not inconsistent with the Constitution and Bylaws of the Faculty Senate. The Steering Committee of the Faculty Senate shall appoint a Parliamentarian, who shall be ratified by the Faculty Senate, to safeguard this provision.

**Rule 2** Quorum: Except as otherwise provided in the Constitution, a minimum of one-half of the currently elected voting members of the Faculty Senate, or their Alternates, shall constitute a quorum. Only Representatives present are eligible to vote in any Faculty Senate meeting. In the absence of a quorum, no final action, except adjournment, shall be taken without final ratification at the next Faculty Senate meeting at which a quorum is present.

**Rule 3** Motions from the Floor: Motions from the floor, other than routine motions such as approval, disapproval, reference to pending matters, or adjournment, shall be submitted in writing to the secretary at or before the time they are orally proposed to the Faculty Senate.

**Rule 4** Executive Sessions: An executive session of the Faculty Senate, consisting only of Senators, Alternates, Appointees, and Ex officio members may be called by the chair at the discretion of the Steering Committee. Any action taken in executive session shall be made a part of the regular Faculty Senate minutes.

**Rule 5** Power of Referral: The Faculty Senate or the Steering Committee may refer any matter to a committee of the Faculty Senate or to a Standing Administrative Committee of the University, through the appropriate administrator, and request a report thereon.

**Rule 6** Agenda: The agenda for each Faculty Senate meeting shall be prepared by the Steering Committee and circulated in advance by the Secretary of the Faculty Senate. Agenda items for subsequent meetings may be proposed from the floor.

**Rule 7** Publication of Faculty Senate Activities: In order to keep the Faculty and Administration informed of the activities of the Faculty Senate, the secretary of the Faculty Senate shall:

- A. Within seven days prior to a Faculty Senate meeting distribute copies of the minutes of the previous meeting to all
  1. Representatives
  2. Full-time faculty
  3. Semi-retired faculty
  4. Faculty Senate invitees
  5. Emeritus faculty
  6. Other faculty eligible for membership

- B. Not less than forty-eight hours (excluding Saturdays, Sundays and legal holidays) prior to a Faculty Senate meeting distribute copies of the agenda for the forthcoming meeting to the groups listed above.
- C. Notify representatives a week in advance of all Faculty Senate meetings.
- D. Rules 7-A and 7-B may be waived by a majority vote of the Steering Committee when it has voted to call a special meeting of the Faculty Senate as provided for in Article VII, Section 6-A, but a copy of the agenda shall be posted in each college/school at least twelve hours prior to the special Faculty Senate meeting.

**Rule 8** Job Descriptions of the Faculty Senate Officers:

- A. Chair - The Faculty Senate chair shall serve for one year and be the Faculty Senate Invitee to the Board of Trustees. The chair shall be granted a minimum of one-third release time from regular faculty assignment during his or her term in office. The duties of the chair include:
  1. Assuming duties of the office as of July 1.
  2. Calling and conducting monthly meetings of the steering committee.
  3. Calling meetings as needed of the steering committee during the summer to act as nominating committee for the senate and to preparing for the October Senate meeting.
  4. Maintaining a record of the status of current senate business as follows:
    - a. its source, such as University administration, Senate steering committee or Senate action.
    - b. the committee to which the matter was assigned.
    - c. the anticipated timeline for completion of the matter.
    - d. the current status of each item.
  5. Contacting monthly, chairs of each standing committee for purposes of monitoring progress of senate business.
  6. Meeting monthly with the provost to discuss senate agendas, senate priorities and other items of mutual interest.
  7. Receiving Board of Trustees agendas and relevant materials prior to the Board meeting.
  8. Attending meetings of the Board of Trustees and providing a report to the Senate.
  9. Working with the provost and the chair-elect to prepare the following year's Senate budget. (See Article VI)



10. Administering the Senate budget and monitoring the budget carryover for the Distinguished Faculty Award.
  11. Facilitate choice of the Distinguished Faculty Award recipients.
  12. Serving as a member of the University Council.
  13. Serving as a member of the Budget and Finance Committee.
  14. Serving as a member of the Buildings & Grounds Committee.
  15. Publishing and maintaining regular office hours in the Faculty Senate Office.
- B. Chair-elect - The chair-elect shall serve as vice-chair for one year and then become chair. The duties of the chair-elect include:
1. Serving as chair in the absence of the chair.
  2. Serving as a member of the Steering Committee.
  3. Serving as a member of the Faculty Affairs Committee of the Senate.
  4. Serving as a member of the University Council.
  5. Serving as a member of the Budget and Finance Committee.
  6. Attending meetings of the Board of Trustees.
  7. Attending meetings of the Buildings & Grounds Committee.
- C. Secretary - The secretary of the Faculty Senate shall serve for a two-year term. The duties of the secretary include:
1. Maintaining and distributing to all faculty, official minutes of Senate actions.
  2. Maintaining and distributing to all senators, official minutes of the Steering Committee.
  3. Providing appropriate meeting notices of the Senate and Steering Committee.
  4. Preparing and distributing agendas for meetings of the Senate and Steering Committee.
  5. Participating in the election process as described in Article V, Section 4.
  6. Working with the Senate chair to notify appropriate individuals or entities of relevant Senate actions.
  7. Serving as a member of the Steering Committee.
  8. Publishing and maintaining regular office hours in the Faculty Senate Office.
  9. Maintaining the Faculty Senate archives.
- D. Past-chair - The past-chair of the Faculty Senate shall serve a one-year term following their appointment as chair. The duties of the past-chair include:
1. Serving as a member of the Steering Committee.
  2. Serving as an advisor to the chair.
  3. Planning and chairing an orientation for new Senators, preferably by the first Faculty Senate meeting of the academic year.

## Affirmative Action Statement

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[This statement is copied from the forward to the January 1993 *La Sierra University Salaried Employee Handbook* and is included here for informational purposes.]

### NONDISCRIMINATION POLICY

The University was established by the Seventh-day Adventist church as an integral part of its teaching ministry.

The University is committed to equal education and employment opportunities for men and women of all races and does not discriminate on the basis of handicap, sex, race, color, or national origin in its educational and admissions policies, financial affairs, employment programs, student life and services, or any University-administered program.

To this end, the University is in compliance with Titles VI and VII of the Civil Rights Act of 1964 as amended, and substantial compliance with Title IX of the Education Amendments of 1972 (45 CFR 86 et seq.) and Sections 503 and 504 of the Rehabilitation Act of 1973. The University also complies with the Age Discrimination in Employment Act of 1967 and Section 402 of the Vietnam Era Veterans Adjustment Act of 1974 and does not discriminate against any employee or applicant for employment on the basis of age or because they are disabled veterans or veterans of the Vietnam era. In addition, the University administers student programs without discrimination on the basis of age, except in those programs where age is a bona fide academic qualification for admission in accordance with the provisions of the Age Discrimination Act of 1975.

The University reserves constitution and statutory rights as a religious institution and employer to give preference to Seventh-day Adventists in admissions and employment, including but not limited to 42 USC 2000e-1, 2000e-2, 6-15 of Federal Executive order 11246: 41 CFR 60-1.5(5); 34 CFR 86.21, 86.31, 86.40, and 86.57 (b); California Government Code sections 12926(c); and Title 2, Section 7286.5(a) (5) and title 22 Section 98222 of the California Administrative Code. The University believes that Title IX regulations are subject to constitutional guarantees against unreasonable entanglement with or infringements on the religious teachings and expects students and employees to uphold biblical principles of morality and deportment as interpreted by the Seventh-day Adventist Church. The University claims exemptions from the provisions of the Title IX set forth in CFR Sections 86.21, 86.31, 86.40, and 86.57(b) insofar as they conflict with Church teachings and practices of morality, deportment and appearance.

### LA SIERRA UNIVERSITY POLICY AND PROGRAM OF NONDISCRIMINATION AND PROGRAM OF AFFIRMATIVE ACTION

### FORWARD

La Sierra University affirms that Christian principles are not compatible with various forms of discrimination which have encrusted and divided modern societies. La Sierra University further affirms that all persons are of equal worth in the sight of God and that they should be so regarded by all of His people. Moreover, this nation was founded upon the ideals of equal worth of all persons and equal opportunity for each individual to realize his or her fullest potential. Therefore, the University is committed to teaching and observing the Biblical principles of equality.

The University reserves the right to express disagreement from time to time with reference to specific remedies and regulations that may be proposed to eradicate discrimination. Nevertheless, the University will conscientiously observe the spirit of applicable regulations and make every reasonable effort to comply with them.

The law does not require La Sierra University to have a written program of affirmative action, but, in the spirit of the law, the University has issued this program as a guide to its employees, supporters, and students. While it is believed that incidents of conscious and intended discrimination within the University are few, it is acknowledged that many forms of discrimination arise from neglect and ignorance. Therefore, a policy and written program is needed to enlighten all of us and to assist us in implementing a policy of affirmative action throughout the University.

A delicate balance must be found between affirmatively seeking to assist those in a discriminated class and providing equal opportunity for all individuals, whether or not in such discriminated class. The University is committed to going the second mile and beyond to try to strike this delicate balance. The task is impossible if the only resources are legislation, litigation and antagonism, but it is possible in an atmosphere of cooperation and understanding among all concerned.

## I. POLICY OF NONDISCRIMINATION

The free exercise of religion guaranteed by the Constitution of the United States includes the right to establish and maintain religious educational institutions. La Sierra University is incorporated as a California religious non-profit corporation, owned and operated by the Seventh-day Adventist Church as an integral part of the Church's teaching ministry. Federal and state guidelines clearly recognize the right to give preference in employment of faculty and staff and admission of students to members of the church which sponsors the institution.

The University reserves constitutional and statutory rights as a religious institution and employer to give preference to Seventh-day Adventist in admissions and employment. The University expects its employees and students to follow the religious teachings and practices of the Seventh-day Adventist Church and to uphold Biblical principles of morality, deportment and dress as interpreted by the Church. The University claims the exemptions for religious employers and educational institutions in 42 USC Section 2000e-2; Section 6-1.5 of Federal Executive Order 11246; 41 CFR Sections 60-1.5(5); 34 CFR Sections 86.21, 86.31, 86.40, and 86.57(b); California Government Code Sections 12926(c); and Title II, Division 3, Part 2.8 of the California Administrative Code.

Except for these special concerns, it is the established policy of La Sierra University positions without regard to race, color, national origin, ancestry, physical handicap, age, sex, or prior military service. (Hereinafter, persons so discriminated against are referred to as "women, minorities, and disabled").

La Sierra University is also committed to the same policy on nondiscrimination in education research, community service efforts, purchasing, contracting, subcontracting, and all aspects of faculty, staff, student, and alumni relations. All personnel policies, including all matters affecting compensation, benefits, promotions, and employee discipline are administered without regard to race, color, national origin, ancestry, physical handicap, age, or sex. The following program of affirmative action should be read with an awareness that the above religious reservations are controlling.

## II. PROGRAM OF AFFIRMATIVE ACTION: GENERAL GOAL

The general goal of the University's program of affirmative action, and the specific practices and procedures which compose it, are to recruit and hire more women, minorities, and disabled. The practices and procedures outlined below are designed to assist the University in attaining these goals.

## III. SPECIFIC UNIVERSITY PRACTICES AND PROCEDURE

### A. Management and Supervisory Development

The University will continue to help managers and supervisors at all levels to become more knowledgeable about the special problems which may be experienced by female, minority and disabled faculty members, employees and students. The University will provide in-house programs for administrators, deans, directors, managers, and supervisors who devote attention to issues affecting women, minorities, and disabled. This program will include discussions led by key administrators, guest lecturers, and group discussions.

### B. Dissemination of Policy

A statement affirming La Sierra University's commitment to equal opportunity employment practices shall appear on all employee information bulletins in such a position as to receive attention. The University Personnel Office and the University Affirmative Action Advisory Committee shall review the policy statement periodically to insure relevance and continued compliance with applicable laws.

The University Personnel Office, with assistance from other appropriate personnel, will seek to publish affirmative action material in appropriate media. The objective of this activity is to inform all employees, applicants for employment, and the general community of the University's publications, bulletins, and bulletin boards will be used as instruments of this policy. A special effort will be made to inform all prospective employees of equal employment opportunity policies during the initial selection process.

It will be the responsibility of the Personnel Office, with the support of the administration, to conduct such workshops or information programs as will provide all personnel of the University with a basic understanding of the laws and their implications and to increase their awareness of their rights and opportunities. Equal employment opportunity policy statements are to be included in orientation packets given to new personnel, in personnel manuals, and in faculty and employee handbooks.

All regular recruiting sources including department chairpersons and department heads, shall be informed in writing of the University's program of affirmative action and shall be directed to actively recruit qualified women, minorities, and disabled persons for all positions. The University Personnel Office shall assist in the implementation and use of recruiting resources which have promise of recruiting women, minorities, and disabled persons. The success of such sources in furthering the goals of the University's program of affirmative action shall be reviewed annually by the University solicits applicants on a nondiscriminatory basis. Appropriate announcements to this effect will be given to church minority groups, female groups and/or organizations, schools, colleges, suppliers and community leaders. All faculty and staff recruiting publications (including employment advertising) are to use the phrase "religiously qualified equal opportunity employer." Newspapers, advertising agencies, and other media will be appropriately informed of La Sierra University's equal employment opportunity policy and its position with reference to the placement of advertisements. Included in each notice in areas where under-utilization exists shall be the statement, "Minorities, women, and disabled are urged to apply." A record of notices shall be maintained by the Personnel Office which, together with copies of advertisements, will be for review purposes by the University Personnel Office to determine which sources are responsive to the needs of the University.

C. The University will follow these hiring procedures:

1. All staff job openings are to be referred to the University Personnel Office. All faculty openings are to be referred to the appropriate academic departments and deans.
2. University guidelines on the selection of employees and on its program of affirmative action are to be distributed to and discussed.
3. A continuing effort shall be made to cultivate and utilize potential sources of minority, female, and disabled employees.
4. All full-time academic and non-academic positions shall be posted both internally and externally a minimum of five work days before final selection is made. The Personnel Office will be responsible for the campus distribution and posting of job notices at designated central posting areas within two working days of receiving notice of the availability of the position. Clearly dated notices shall indicate that job descriptions and qualifications shall be made available in the Personnel Office.

5. In cases of recruitment of academic and professional personnel as well as for staff positions, it shall be the responsibility of all supervisors and employers to utilize potentially fruitful channels of recruitment for women, minorities and the disabled that may include but are not the following sources: advertisements in appropriate professional journals and job registries; Seventh-Day Adventist publications; women who are teaching at predominately women's colleges and minorities who are teaching at predominately minority colleges; minorities or women professionally engaged in nonacademic positions such as industry, government, law firms, and hospitals; professional women and minorities working at independent research institutions and libraries; professional minorities, and elsewhere who are working in research or in other positions not on the academic ladder; minority individuals, or women, or disabled individuals who have earned the doctorate or master's degree from La Sierra University and other institutions who are not presently using their professional training; women minorities and disabled persons who are candidates for graduate degrees at La Sierra University and elsewhere who show promise of outstanding achievement; minorities and women and disabled individuals listed in relevant professional files, registers, and data banks, including those which have made a particular conscientious effort to locate women, minority, and disabled persons.
6. Where search committees are used to locate candidates for appointment, such committees will specifically be charged with the responsibility of following affirmative action policies, and such committees should normally include among their members qualified women, minorities, and disabled persons, if available.
7. Assumptions about an individual's willingness or ability to relocate because of race, sex, or any other factor will not be made in such a manner as to exclude women, minorities, and disabled persons from consideration for a job opening. For example, it shall not be assumed that a woman would be unwilling to accept an offer because of her marital status or that a minority person would be unwilling to live in a predominantly white community.
8. In cooperation with the University Personnel Office, the President of the University shall examine recruitment and employment policies of each unit of the University at least annually for the purpose of determining that all affirmative action policies are being conscientiously followed;

9. The University will seek to identify and eliminate practices that result in sex and minority discrimination and also discrimination against disabled persons.
10. The University Personnel Director will inform herself/himself of employment practices in every part of the University and will report in writing to the President all failures to comply with the affirmative action policies and procedures.

#### D. Promotion, Training, and Retention of Personnel

La Sierra University will provide fair promotional opportunities for all faculty and employees.

1. Under the University's open promotion system for staff members, all staff positions in the University are to be posted for bidding by present personnel at the same time that off-campus employment sources are notified.
2. Where appropriate, upgrading training is to be initiated within departments for female, minority and disabled staff employees.
3. Promotional policies and requirements of La Sierra University shall be administered to insure that women, minorities, and disabled persons have full participation in promotional opportunities.
4. All full-time faculty and staff are to be promoted according to regular steps and procedures in their respective categories.
5. In cases of reduction of personnel due to financial exigency or other causes, the termination of employees shall be implemented in a manner as to preserve legitimate interests of women, minorities, and disabled persons.
6. A reduction in the work force shall be considered as a layoff, temporary in nature, and not as a termination for cause such as incompetence, dishonesty responsibility, etc. Procedures shall be established by the University by which any reductions in the work force will be accomplished. Individuals who have been laid off and who are not terminated for a cause shall be given an opportunity to return and shall be notified of all new openings within their job classification for a period of six months.

7. The Personnel Director of La Sierra University will analyze each of the job classifications or areas of assignment to determine the ethnic and sex representation within each job title or position. A primary reason for such an analysis is to determine the under utilization, if any, of women, minorities, and disabled persons. The Personnel Director of the University will develop realistic job descriptions, titles for all positions, and salary scales within the University structure. The University Personnel Director shall review these job classifications and descriptions and report to the President of the University any deviation from acceptable affirmative action policies.

#### E. Compensation and Benefits

The University will continue to review compensation and benefit policies and practices to ensure that they are fair and nondiscriminatory. The University will not unlawfully discriminate in matters of compensation and benefits.

#### F. Temporary Disability

The University has adopted the following temporary disability (including pregnancy) leave policy for all employees:

1. An employee may continue his or her job for so long as the University determines that s/he is physically able to perform the job in a satisfactory manner without undue risk or injury;
2. Any temporary disabled employee is entitled to temporary disability (including pregnancy) leave without pay for up to four months. In the University's discretion, this leave may be extended if the employee presents reasonable written evidence of medical need for a longer leave;
3. An employee is eligible to return to work following temporary disability leave upon presentation of reasonable written evidence affirming that the employee is physically able to return to work;
4. An eligible employee may return from temporary disability leave to his or her former job, provided staffing requirements have allowed the affected department to keep such job open. If this has not been possible, s/he will be given top priority for any comparable jobs within the University.

G. Programs for Under trained New Personnel

The University shall explore the feasibility of undertaking new programs that efficiently and economically meet staffing needs by helping under trained handicapped, female, and minority job applicants to become trained workers.

H. Committee Appointments

The University shall endeavor to include appropriate numbers of women, minorities, and handicapped on all University committees which make policy or significant decisions concerning the University.

I. Grievance Procedure

The grievance procedure describe in the Faculty, Salaried, and Hourly Employee Handbooks as appropriate shall be used in all instances where discrimination by the University is alleged.

J. Student/Alumni Placement Office

La Sierra University's Student/Alumni Placement Office is to continue to be administered in a manner which provides equal access to the placement office for all La Sierra University students and alumni. The placement director shall annually furnish a written report to the University Affirmative Action Advisory Committee of the office's success in placement of minorities, handicapped, and women. If at any time the director has reasonable cause to believe any organization which deals with the office is discriminating on the basis of race, color, national origin, ancestry, physical handicap, age, sex, or prior military service, s/he shall promptly report such alleged discrimination to the University Personnel Office for appropriate action.

#### **IV. RESPONSIBILITY FOR DEVELOPMENT AND IMPLEMENTATION OF THE AFFIRMATIVE ACTION PLAN**

A. The University Affirmative Action Officer shall be appointed by, and report to, the President of the University. The specific duties of the University Affirmative Action Officer in this regard are:

1. To Review the University's program of affirmative action periodically and to make recommendations concerning appropriate revision in that program;
2. To monitor the progress of the University's affirmative action program and to report on such progress to President;

3. To coordinate the University's internal and external affirmative action communications;
4. To provide affirmative action information, counsel, and assistance to all management and supervisory levels of the University;
5. To perform internal and external research relative to equal opportunity, and to keep abreast of trends and government regulations in this area;
6. To maintain liaison with relevant government agencies and community organizations;
7. To be aware of and inform the cognizant University official of any action reports which are required to be filed with governmental agencies, to ascertain that such reports are filed, and to prepare such other reports as are desired by the University administration.
8. To investigate (personally or through a delegate) alleged incidents of discrimination; and
9. To perform such other duties as are stated herein or as may be appropriately assigned.

B. Other University Personnel

The deans, directors, and department chairpersons in the various faculties are responsible for implementing all aspects of the program of affirmative action with respect to teaching faculty.

The Personnel Office is responsible for implementing the program of affirmative action with respect to all University staff and administrative employees within its jurisdiction. The Personnel Office is also charged with the responsibility for making known to employment sources the University's desire and commitment to employ greater numbers of women, disabled, and minorities and with the responsibility for locating, recruiting, and hiring female, minority and disabled persons with the requisite skills for projected University staff openings. It has the further responsibility of making known transfer and promotional opportunities within the University.

Finally, all members of the University community should be aware of the University's commitment to recruit and hire more women, minorities, and disabled persons qualified for La Sierra University's faculty and staff positions.

## V. MONITORING AND REPORTING

A. Annually a time selected by the President and the University Personnel Director with the assistance and cooperation of the University Affirmative Action Advisory Committee, and the Vice President for Academic Administration and the Personnel Director will evaluate the University's progress in its affirmative action program and report his findings in writing to the chief administrative officer, who will forward the report to the President of the University, who will make it available to the Board of Trustees. To the extent information and statistics are available, this report shall include:

1. A demographic analysis of the work population of the University.
  2. An assessment of the University's compliance with legal requirements in the area of affirmative action.
  3. An assessment of the results of recruitment programs.
  4. An analysis of employment and rejection of applicants by race ethnic group, age, sex, and other classifications required by governmental authorities.
- B. The academic deans or department heads will be responsible for their operating units and affirmative action program and procedures. These include:
1. Monitoring new appointments, promotions, transfers, terminations, and reviewing any significant trends with respect to minorities, women and disabled persons.
  2. Reviewing employee evaluation procedures.
  3. Compiling a brief report on the number of discrimination complaints received in each department and their final dispositions. Such reports shall be filed annually with the Equal Opportunity Officer after consultation with the reporting parties.
  4. Providing all necessary information and assistance to the University Personnel Office and the personnel director with respect to these monitoring activities.

## VI. ACCOUNTABILITY

Appropriate disciplinary action will be exercised in the case of administrators, department heads, and all other supervisory personnel who willfully fail or refuse to cooperate with the University affirmative action program.

## VII. AFFIRMATIVE ACTION ADVISORY COMMITTEES

Appropriate committees will be chosen to represent various segments of the faculty and staff in order to advise the administration regarding all aspects of affirmative action.

Appendix D

# Discrimination and Harassment Policy

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## LA SIERRA UNIVERSITY

### DISCRIMINATION AND HARASSMENT POLICY

La Sierra University is committed to providing an educational and employment environment that values individuals of diverse backgrounds who can advance the institution's mission and support a learning and workplace setting free from discrimination and harassment. In keeping with this commitment, the University expects all University employees and students to conform to the requirements of federal and state law as well as standards of conduct mandated by the institution concerning discrimination and harassment matters. The University also encourages persons subjected to or who witness any forms of discrimination and harassment—or retaliatory conduct arising from complaints of discrimination and harassment—to report such behaviors and incidents to appropriate University personnel as set forth more fully below.

#### A. General Applications

1. Protected Classifications: Discrimination and harassment are prohibited against any person on the basis of race, ethnicity, national origin, sex, marital status, age, veteran status, medical condition, physical handicap, or other protected classification as defined by federal or state law.
2. Applicable Activities: Discrimination and harassment are prohibited in the University's admissions and educational policies, employment programs, financial affairs, student life and campus services, or any related institutionally-administered or supported programs.

#### B. Forms of Prohibited Behaviors

1. Discrimination: Discrimination is defined as prejudicial and/or harmful actions taken against a person on the basis of a protected classification as stated in A.1 above.
2. Harassment: Harassment is defined as verbal, physical and/or visual conduct that creates an intimidating, offensive or hostile working or learning environment or that unreasonably interferes with a person's work or academic performance.

#### 3. Sexual Harassment

- a. Definition: Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature where
  - i. Submission to such conduct is made explicitly or implicitly a term or condition of a person's employment or status in a course, program or activity; or
  - ii. Submission to or rejection of such conduct by a person is used as a basis for an academic or employment decision adversely affecting that person; or
  - iii. Such conduct has the purpose or effect of unreasonably interfering with a person's work or academic performance, or of creating an intimidating, hostile or offensive learning or work environment.
- a. Forms of Sexual Harassment: Sexual harassment can be objectively and readily identifiable, relative to the specific circumstances and relations of the persons involved, or it can be of a nature seemingly harmless to many yet subjectively perceived by some persons as unwelcome and offensive. The following constitute examples of conduct and situations representative of sexual harassment:
  - i. Physical assault;
  - ii. Direct or implied threats that submission to sexual advances will be a condition of a grade, letters of recommendation or employment retention or promotion;
  - iii. Direct or subtle propositions of a sexual nature;
  - iv. Sexual references or sexually explicit statements unrelated to legitimate matters of employment or education, including but not limited to: sexual questions, jokes, anecdotes, remarks concerning the sexual nature of another's clothing, sexual activity, sexual preference, or speculations about a person's previous sexual experience;
  - v. Unnecessary and/or unwanted touching, patting, hugging or brushing against another's body;



- vi. Displaying posters, calendars, graffiti, symbols, or other visual objects or images of a sexually explicit or suggestive nature unrelated to legitimate matters of employment or education; and
  - vii. Using computers, including the Internet, E-mail, Twitter and related systems of communications to transmit or receive text or images of a sexually explicit or suggestive nature unrelated to legitimate matters of employment or education.
4. Retaliation: Retaliation is defined as inappropriate words or actions directed against persons who consider or register discrimination, harassment or retaliation complaints, or against persons who assist with or participate in an investigation of the reported conduct.
- C. Responsibilities in Recognizing and Reporting Discrimination or Harassment
- 1. Recognizing Discrimination or Harassment: Administrators, Faculty, Staff and Students should be alert to identifying forms of discrimination and harassment, whether such incidents take place in the course of workplace responsibilities, academic endeavors, or social activities related in any way or form to the life of the University.
  - 2. Reporting Responsibilities of Administrators, Faculty, and Supervisory Personnel: Persons employed by the University as administrators, faculty members, and/or who serve the institution in a supervisory capacity have a legal obligation to immediately address, and if necessary, report discriminatory, harassing, and retaliatory behaviors or conduct to the University's Department of Human Resources (HR).
  - 3. Reporting Discrimination and Harassment: Persons who believe that they have been subjected to a form of discrimination and/or harassment or administrators, faculty, staff or students who have witnessed such incidents should
    - a. Inform the perpetrator, only if feasible, that the conduct is considered offensive and should be terminated; and
    - b. Notify their supervisor, or if the supervisor is the alleged perpetrator, notify the supervisor's superior to report the prohibited behavior; If the person reporting the discrimination and/or harassment is a student the term "supervisor" is defined to be the La Sierra University employee who directly oversees the area where the incident occurred; and
  - c. In consultation with the supervisor and/or HR determine if the incident warrants written documentation. If it is deemed necessary the reporting person shall state in writing, in consultation with HR, accurately and truthfully the facts of the incident(s), the date and approximate time of each event, and name(s) of the person(s) involved.
4. Deciphering Discrimination and Harassment: If a complainant or other concerned persons are in doubt about whether forms of unlawful discrimination or harassment have occurred, he or she should contact HR for clarification and assistance.
- D. Refraining from Retaliation Against Discrimination or Harassment Complainants.
- Retaliation against employees or students for considering or registering complaints of discrimination or harassment, or against such persons who assist with or participate in an investigation of the complaint, shall be prohibited and subject to the same reporting and disciplinary actions set forth in Section C above.
- E. Responsibilities of HR Regarding Discrimination, Harassment and Retaliation
- 1. The Obligation to Inform All Sectors of the University Regarding Discrimination, Harassment and Retaliation Matters: HR is committed to the goal of informing all sectors of the University's public regarding discrimination, harassment or retaliation matters. Specifically, HR is charged with the following responsibilities:
    - a. Distributing copies of this policy to all current members of the University community, to be included in appropriate student, faculty, and staff orientation materials, handbooks and bulletins;
    - b. Implementing mandated training for administrators, faculty and staff regarding any conduct that is discriminatory, harassing or retaliatory.
    - c. Informing all university personnel of their responsibility to immediately report any incidents of discrimination, harassment or retaliation; and
    - d. Informing all university personnel in supervisory positions of their legal obligation to report any incidences of discrimination, harassment, or retaliation.

2. The Obligation to Act on Discrimination, Harassment and Retaliation Reporting: HR is committed to facilitating a prompt and equitable resolution regarding any discrimination, harassment, or retaliation matter. In furtherance of that objective, HR shall take the responsibility for receiving, investigating, and resolving complaints involving discrimination, harassment or retaliation. HR shall follow these procedures:

- a. Conduct a prompt and thorough investigation, maintaining confidentiality to the fullest extent possible;
- b. Take suitable corrective action, where warranted and in consultation with appropriate University officers, to eliminate the discrimination, harassment or retaliation by use of counseling measures, warnings, reprimands, suspensions or other disciplinary action, and if necessary, termination of the perpetrator;
- c. Take suitable corrective action, where warranted and in consultation with appropriate University officers, to discipline person(s) who falsely or misleadingly inform the University that a discrimination, harassment or retaliation incident has taken place;

d. Take suitable corrective action, where warranted and in consultation with appropriate University officers, to discipline person(s) who discriminate, harass or retaliate against any person who considers or registers a discrimination, harassment or retaliation complaint, or persons who assist with or participate in an investigation of the reported conduct;

e. Inform the alleged victim that he or she has the right to file a discrimination or harassment complaint with appropriate state and federal agencies.

Appendix E

## Drug Free Worksite Policy

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[This statement is copied from Appendix A of the January 1993 *La Sierra University Salaried Employee Handbook* and is included here for informational purposes.]

### LA SIERRA UNIVERSITY DRUG FREE WORKSITE POLICY AND PROCEDURES

#### Drug-Free Workplace

La Sierra University is committed to providing a learning environment conducive to the fullest possible human development. To achieve this goal, the University holds that a drug, alcohol and tobacco-free lifestyle is essential and thus maintains policies that seek a campus environment that is free of these substances.

La Sierra University purposes to maintain a drug-free workplace in harmony with the laws of the land. The unlawful use, possession, distribution, dispensing or manufacture of controlled substances by its employees, whether faculty, staff or students, is prohibited. Further, the University expects any person employed by the University who receives federal or state funding as an individual to certify that he or she will not engage in the unlawful use or manufacture of a controlled substance while associated with the University.

In addition to the requirements of the law, La Sierra University adopts the temperance practices and health principles espoused by the Seventh-day Adventist Church. This means that all faculty, employees and students are expected to refrain from the use of alcohol, drugs or tobacco while enrolled or employed at the University.

The University presents a preventive educational program to its faculty, students and employees to develop an awareness of the risks involved in alcohol, tobacco and drug use and abuse and to promote the benefits of a lifestyle free of these substances. The University may, in its discretion, provide therapeutic alternatives for anyone in the University involved in the use of alcohol, tobacco, prescription or nonprescription drugs or other mood altering substances which impair the appropriate functioning of the involved individual within the University community.

As a condition of employment all La Sierra University employees are required to follow this policy. Failure to comply with this policy will result in discipline up to and including expulsion or termination and, if appropriate, a referral to law enforcement agencies for prosecution.

### Components of a Drug-Free Workplace

#### A. Prevention

1. The policy of a drug-free workplace for employees and students is included in the Faculty, Student and Employee Handbooks. Each faculty and employee is notified of the policy at the time of employment or appointment. All faculty and other University employees are further notified of the policy on an annual basis. All students are notified of the policy on an annual basis. All students are notified on acceptance into educational programs of the various schools within the University. Each School will publish in its bulletin the manner in which it addresses drug and alcohol counseling, treatment and rehabilitation programs and discipline, using the guidelines set forth in this document.
2. Faculty and employees working on projects funded by federal agencies will be provided a copy of the policy for a drug-free workplace and will be required to sign a statement saying he/she has read and understands the policy and agrees to abide by it as a condition of continued employment. La Sierra University must notify any federal contracting or granting agency of any employee's drug conviction resulting from a violation at La Sierra University within ten days after receiving notice.
3. Faculty and employees are provided training in drug awareness, observation and impairment possibly due to drug involvement, the dangers of drug use and abuse, and early intervention and referral techniques.
4. Campus-wide educational programs are conducted by school and worksite departments for students, faculty and employees regarding substance abuse. Such education shall include, but shall not be limited to, the dangers of substance abuse as included in Addendum I.
5. All students, faculty and employees will be notified through Student, Faculty and Employee Handbooks of the local, state and federal laws for the unlawful possession, use or distribution of illicit drugs and alcohol. (See Addendum II)
6. All students, faculty and employees will be notified through Student, Faculty and Employee Handbooks of disciplinary sanction for the use of drugs and tobacco.

## B. Detection

1. The University reserves the right to investigate employees or students where reasonable suspicion exists of drug or alcohol involvement. This includes the right to search an office, locker, on-campus vehicle or residence hall room, briefcases, bookbags and handbags, and the right to require an appropriate drug test and confirmation by a retest. If a search is to be made, it must be authorized by the residence hall director, dean of a school, vice-president or president of the University. The entire process of drug investigation will be treated with highest confidentiality.
2. If unlawful possession of a controlled substance or drug paraphernalia is discovered, the University will confiscate the item(s), investigate the circumstances and institute disciplinary actions.
3. Initial identification of a problem may be made by a supervisor, faculty member, colleague, concerned other or self-referral.

## C. Confidentiality

1. All substance abuse investigation and drug testing information is confidential and should be treated as such by anyone authorized for access to such records.
2. All records and information of personnel actions taken on employees under investigation or discipline with respect to drugs shall be maintained by the Personnel Director in a secure, locked file. Only authorized individuals who have a "need-to-know" shall have access to them. Any compilation of statistical reports will be handled in an anonymous manner.

## D. Assessment

1. Any assessment of substance abuse will be performed by a qualified professional and/or qualified assessment facility.
2. If there is a reasonable suspicion of substance abuse a three to seven-day suspension may be mandated until assessment is completed.

## E. Intervention

1. If substance abuse is determined to be experimental, the individual may be disciplined or required to participate in an appropriate educational program specified by assessment personnel.
2. The individual must present satisfactory evidence of compliance with the specified educational program.
3. If an individual does not comply with a specified educational program, he or she may be subject to discipline.

## F. Treatment

1. If an individual is assessed to have a chemical dependency, he/she may be required to enroll in either an outpatient or inpatient treatment program as a condition of further employment or enrollment.
2. Contact the Personnel Office for assistance regarding procedures to follow to utilize the University's group health insurance plan, and/or disability as well as a list of external agencies and individuals that offer counseling and referral service.
3. The individual must furnish evidence of compliance with the formulated plan of treatment.
4. If there is noncompliance with the formulated plan of treatment, the individual may be subject to discipline.

## G. Relapse Prevention Monitoring

1. Monitoring will be required to prevent relapse for all students, faculty, or employees who have been found to have chemical dependency.
2. A recovery contract will be formulated for each student or employee.

## H. Discipline

The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance or the use of alcohol or tobacco is grounds for a full range of discipline up to and including dismissal from employment or school under the policy of termination of a faculty member, the policy for termination of other employees, or student disciplinary policy. Any educational treatment alternative to discipline shall be at the sole discretion of the University.

In cases where there is a reasonable belief that a violation of law has occurred, cases may be reported to the appropriate law enforcement agency for investigation and prosecution. As a condition of employment, employees will notify the University of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction.

## I. Legal Sanctions

A description of applicable legal sanctions under local state, or federal law for the unlawful possession or distribution of illicit drugs and alcohol is on file at the Office of the Director of Personnel.

Appendix F

## AIDS Education and Prevention Policy

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[This statement is copied from Appendix B of the January 1993 *La Sierra University Salaried Employee Handbook* and is included here for informational purposes.]

### LA SIERRA UNIVERSITY AIDS EDUCATION AND PREVENTION POLICY\*

#### Introduction

In response to the epidemic of infection with the Human Immunodeficiency Virus (HIV), which causes Acquired Immunodeficiency Syndrome (AIDS), this institution states its agreement with the general statement on AIDS prepared by the American College Health Association. The University recognizes its responsibility to its students, faculty, and staff to do everything possible to prevent people from being infected and to provide compassionate care for all concerned individuals.

HIV infection is potentially lethal, but is preventable. La Sierra University upholds Biblical standards of premarital chastity and a totally monogamous heterosexual relationship following marriage as one of the best means of protection against HIV infection. The University opposes drug abuse in any form, including intravenous drug abuse, an additional means of protection against infection.

In accord with an action taken by the President's Committee [December 6, 1990], the University mandates the following:

1. A program of education that reaches every student, faculty, and staff member which includes, but is not limited to, the means of transmission of the virus, high risk behaviors associated with transmission, best ways of preventing transmission of the virus, sites for and meaning of HIV testing, and compassionate concern for those in any stage of HIV infection. Such education shall be in accord with the latest information provided by the Centers for Disease Control, United States Public Health Service.
2. Specific education regarding HIV infection, transmission, and related emotional concerns for residence hall and health service staff to enable these staff members to adequately counsel students regarding HIV infection.
3. The establishment of an AIDS Committee to monitor compliance with this policy and to review and update the policy as necessary. Members of this Committee shall include, but not be limited to, a representative of the following groups: attorney, physician, University administrator, University Health Service, and Counseling Service.
4. No exclusion of a student or an employee with HIV infection for reason of that infection. University students who have HIV infection, whether they are symptomatic or not, will be allowed regular class attendance in an unrestricted manner as long as they are physically and mentally able to attend classes. Students with HIV infection will not be restricted in access to any student facilities, such as swimming pool, gymnasium, showers, or food service areas. Residence halls will respect student choices of roommates, but are open to students with HIV infection.
5. Clinicians in the health service and counseling centers will make provision for medical, psychological, and support services to promote the physical and mental health of individuals with HIV infection. Special precautions will be taken for immunocompromised individuals during epidemics of other infectious diseases. Such individuals may be excused from any requirement for immunization by live vaccine virus.
6. Referral to testing site or availability on campus of HIV testing. Such testing shall not be mandatory, and results are confidential. Only individuals with a need to know, (the individual's private physician or clinicians in the health service) are privy to this information. Such information may not be released to faculty, administrators or parents without the expressed written consent of the infected individual.\*\* Pre- and post-test counseling will be available if testing is done at any site on campus.
7. Universal precautions in the handling of potentially infected body fluids (blood, semen, or vaginal fluids) will be developed in accordance with the accepted medical procedures. Surfaces contaminated by such body fluids will be cleaned and disinfected with commercial disinfectant solutions or household bleach (1:100 fresh solution). The Health Service will follow accepted medical guidelines for use and disposal of needles and other sharps. No lancets or other blood-letting devices will be reused or shared.
8. No discrimination against employment of an HIV individual. AIDS has been determined by the Supreme Court, State of California, 1987, as a handicapping condition, and as such employment discrimination against an employee with AIDS is unlawful. Educational employees shall not be terminated, suspended (with or without pay), transferred, forced to take involuntary medical leave, be reassigned to another position, or subjected to any other adverse employment action solely because they have tested positive for HIV or have been diagnosed

as symptomatic infection (AIDS). As long as the employee is able to carry out his/her duties, s/he must be allowed to do so. Employment of an HIV infected employee shall continue until it is deemed by the employee's physician that continued employment is no longer possible. Employees with a confirmed diagnosis of HIV/AIDS that is made known by the employee to university administrator(s) shall be treated like any other employee with a chronic illness, and shall be eligible for the same health benefits available to all employees.

9. Any student or employee who believes that s/he has not been treated in the manner set forth in this policy may request the assistance of the AIDS Committee (established under Point #3). The AIDS Committee may make recommendations to the Vice President for Student Life in the case of a student, or the Dean of a school in the case of a faculty employee, or the Vice President for Financial Administration in the case of a non-faculty employee regarding resolution of the concerns expressed.

\* Approved by the University AIDS committee, June 1990.

\*\* Civil and criminal sanctions can be levied against anyone who discloses the identity of a person tested for HIV/AIDS and/or the results of that test without the consent of the subjected (California Health Safety Code Part I of Division I, Section 199.42)

# White Paper on the Advancement of Teaching

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## Introduction, History, Philosophy

The American college and university today is an outgrowth of an evolutionary process spanning two centuries of development. Established in the teaching tradition of the English college, the American college gained practical relevance and a service mission from the land grant movement. It matured as an institution and derived its commitment to the generation of new knowledge from the model of the nineteenth century German university with its devotion to research. While American higher education continues to demonstrate broad diversity in organization and emphasis, teaching, service and research constitute the synergistic elements that support its foundation. These elements have emerged into the normative institutional model emulated in institutions of higher education here and abroad and in those which aspire to the status of university.

This evolutionary growth and diversity of mission has been and is the source of institutional vigor and organizational conflict. In recent years, teaching, as a primary component of higher education, has lost rank and status as favor has shown preference for research and the production of knowledge over other activities. This development has become one of the greatest paradoxes of academic work in modern America. As Bowen (1977) has pointed out, teaching is the activity which accounts for the greatest amount of faculty time. Most professors teach most of the time, and large proportions of them teach all the time, but teaching is not the activity most rewarded by the academic profession nor most valued by the college or university system at large. Sheridan (1988) underscores the dilemma created for faculty who perceive teaching as a central mission of higher education, but recognize it is an activity which is only rewarded as second best within the larger context of institutional values. Research and not teaching paradoxically appears to be the activity most rewarded and often most valued by college and university systems.

## The Teaching/Research Dichotomy

At minimum teaching is a service profession. It puts people into close contact with other people. It demands sensitivity to interpersonal relationships and humane treatment of others. It can expose one's foibles and put an unprepared teacher "on the spot." One does not have to be a "people person" to be a good teacher, but good teaching does require compassion.

Service of a teacher must always be first measured by the quality of instruction, and all other academic pursuits of a teacher must be subordinate to that search for quality. Consequently, the question often posed to professors committed to excellence in teaching is: "Can creative teaching take place without an active research environment?" The

position advanced is that good teaching and good research are not mutually exclusive—but mutually supportive activities.

Our first American colleges stressed teaching as the fundamental element of education. However, research subsequently became an integral part of the educational process, but it was attendant to classroom performance in that it helped give the teacher mastery of the discipline. As American colleges became more academically sophisticated, a recognizable need developed for academicians to share their findings with others. Both the academic and non academic communities expressed interest in the results of scientific, social and behavioral studies.

This connection between research and teaching still stands in principal, but it has been transformed by some who view research as an independent endeavor with no direct bearing upon classroom performance. The effect has been that some scholars have come to place more emphasis upon the "art" of publishing than on the value of the process of research itself. Research and publishing has no necessary connection. But, the emphasis on research has produced an undeniable shift from an activity with significance in the classroom to one which may be irrelevant to teaching.

The unfortunate tension between teaching and research is promoted by stereotypes of professors who deliver outdated lectures from yellowed notes on the one hand, and the reclusive researcher who is rarely seen by colleagues. Thus, it has been the shibboleth to the drumbeat of criticism that scholarly research in some way is the opposite, if not the enemy, of teaching (Salamon 1987). However, in moments of reflection we realize that full time teaching without attention to new knowledge can lead to dull and irrelevant content in the classroom. But likewise, the results of an exclusive devotion to research can become a narrow and self-serving activity.

Defined as the pursuit of new knowledge by an inquiring mind, research is necessary to creative teaching. This broader view of research allows (and perhaps requires) the professor committed to teaching to exercise creative imagination. However, to pursue one's curiosity does not lead automatically to a publishable paper, but it does nourish the garden of resources for teaching and can lead to new questions.

## Reconciling Reality

An essential academic conflict for faculty is that of reconciling the cumulative demands of good teaching, good research, participation in the institutional operations of the university, and professional activities. (Keeping up in one's field is a paramount concern of the teaching professor, regardless of specialization.) The conflict is not easily resolved. Kenneth Eble (1976) states that this conflict is an essential fact of academic existence. Acknowledging this, he advises that faculty may

follow their strengths but must retain “hold on any of those three obligations that loosely define the college professor’s task: teaching, scholarship, and service.” The important thing is to recognize the choices we have in directing our efforts and in following our strengths and inclinations without abandoning our obligations.” Such acceptance is reality.

Reality, however, never need reduce excellence, scholarship and teaching quality. It is the teacher’s responsibility to create the masterfully exciting learning environment in the classroom. Thus, it is a mandate that all teachers conduct inquiries in their chosen fields in anticipation of sharing their findings in the classroom. Whether or not these findings are published is a secondary concern; although it is an educational “given” that teachers recognized nationally and internationally because of their published scholarship can—and often are—inspiring to their students because of recognition. According to Heller (1987), “If we applied our research findings with our teaching abilities, students would beat down our doors to learn from us.” But reality has shown us that faculty often need assistance in discovering teaching strategies that grow directly out of explorations at the “frontiers of knowledge.”

## Faculty Development

Teaching has been called a craft. It has been argued that teaching is primarily “caught” and not “taught,” or perhaps that “teachers are born.” But regardless of the amount of tacit knowledge one brings to teaching, good teaching can be developed. Professors committed to delivering competent service as teachers have accepted the responsibility for monitoring their own successes and failures. They have adjusted to the fact that their perceptions of “good teaching” acquired while they were students will most likely not square with their own demands of themselves as teachers. As they ply their craft, it changes them, perhaps more than they change it. So much so that the mediocre teacher can become a good teacher.

Expectations for the role of faculty mandate a high degree of competence, the ability to transmit knowledge effectively, and self responsibility for assessing performance and guiding one’s own professional development. Though often administratively required, the most significant faculty evaluations emerge from a process of self-awareness and self-evaluation. Such a process guides the faculty member to engage in a process of self-motivated learning stimulated by normal impulses toward self-achievement. The challenge for each is to develop to his or her fullest potential.

It is often assumed that all faculty possess the ability to differentially evaluate their performance and make the necessary changes. The assumption is an erroneous one. Few institutions place emphasis on guiding faculty through a process of constructive review of teaching styles and methods for the purpose of personal and professional growth. Nevertheless, the foundation of faculty development rests in the development of guides for faculty members to constructively critique and subsequently address areas for

growth and self-achievement. Thus, in support of faculty needs, the University should be guided to develop a user-friendly faculty development program.

Faculty development has a single purpose—to help a teacher become an ever-growing master teacher. Workshops, seminars, professional conventions, travel, formal studies—all these are warranted only if the outcome is to produce teachers who, because of these activities, are better qualified to teach than they otherwise would be.

Because continuing professional development is an academic “must,” all teachers should actively engage in it as an integral part of their professional responsibilities and schools must support it with unflagging enthusiasm and insist upon full teacher participation. As such, the University should expect faculty to share their findings and discoveries with others for the purpose of further vitalizing and enriching the university community.

Faculty development is the reverse side of the coin that has faculty evaluation on the obverse. Institutional evaluations should also be established which equally review teaching, research and other scholarly activities. But further, reward models must be established that are congruent with the real activities and interests of most faculty and the purpose of most institutions. Specifically, evaluation models need to be developed which honor the complexities of teaching.

It is a university mandate to support faculty development, including the allocation of adequate resources. According to the Carnegie Foundation (1987), universities which advance their status as research institutions should lead the way in upgrading the prestige of teaching. “These institutions not only have acquired a reputation, usually unfairly, for undervaluing teaching, but they are at the top of the prestige ladder and are most likely to be watched and emulated.” According to Astin (1977), institutions which emphasize teaching as a predominant value add as much to students’ growth of knowledge as they do in the non-cognitive realm of attitudes and beliefs. Astin has suggested that such growth constitutes a more valid measure of institutional achievement and quality than do other traditional measures of status which are frequently resources intensive.

## Goals and Recommendations

Reinforcing the place of teaching within the academic profession, while valuing the essential and enriching tradition of scholarship and research, is necessary. Faculty development and evaluation models need to be proposed which address the competition among these ideas without undermining any of the component parts. Establishing teaching in its rightful and valued position in the university environment can only succeed with the full commitment of the university faculty and administration, while still recognizing the complementary values and importance of contributing new knowledge and public service. With this in mind, the following goals, objectives, and recommendations are forwarded to the faculty



of the College of Arts and Sciences.

*Goal:* To provide an arena for scholarly advancement for the purpose of supporting and enhancing the expertise of individuals holding faculty positions at La Sierra University.

*Objectives:*

1. Aid faculty in pursuit of individual and disciplinary specific scholarly pursuits for the purpose of teaching.
2. Aid faculty in the incorporation of new knowledge and technologies into teaching and academic pursuits.
3. Aid faculty to incorporate into teaching activities the differential learning styles and needs of students.

*Recommendations:*

1. Establishment of a standing or ad hoc committee for faculty development. It is further recommended that the Teaching Taskforce make up the basis of this committee and that the committee provide input into the fall 1990 Faculty Colloquium topic.
2. Study of faculty development and innovative teaching models of other universities.
3. Creation of a faculty support center.
4. Creation of individual faculty development and advisement procedures.
5. The attributes of existing faculty should be highlighted.
6. Clearly delineated policies for providing faculty resource support for scholarly pursuits including research, conference presentations and publications.

## References

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- Sheridan, Harriet W. (1988) The complete professor, jr. *American Association for Higher Education Bulletin*, 41 (4), pp. 3-7.

## Non-Fraternization Policy: Consensual Relationships

La Sierra University is committed to the principle that the learning and working environment of its students, employees, and guests should be free from sexual harassment and inappropriate sexual conduct. Inappropriate sexual conduct is unprofessional behavior and is forbidden as a matter of institutional policy. Sexual harassment is a form of sex discrimination that is illegal and is proscribed by institutional policy. All employees and students are accountable for compliance with La Sierra's policy. Established violations will lead to disciplinary actions which may include termination of employment or permanent expulsion from the University.

This policy applies to all administrators and supervisors, regular and temporary faculty members, teaching and research assistants, staff members and students. It pertains to actions that affect any employee, student or guest of La Sierra University.

### Professional Risks:

It is in the interest of La Sierra University to provide clear direction and educational opportunities to the University community about the professional risks associated with consensual/romantic or consensual/sexual relationships between members of the University community where a conflict of interest and/or a power differential between the parties exists. Consensual relationship is defined as a romantic and/or social engagement arranged by personal invitation between two unmarried individuals or arranged by a third party. Romantic relationship is defined in this policy as a mutually desired courting activity between two unmarried individuals.

Individuals entering such relationships must recognize that:

- A. **CONFLICTS OF INTEREST** may arise when such relationships occur between and among faculty, staff, students, and prospective employees. University policies and ethical principles preclude individuals from evaluating the work or academic performance of others with whom they have consensual/romantic or consensual/sexual relationships.
- B. **POWER DIFFERENTIALS** between the parties in consensual/romantic or consensual/sexual relationships may cause serious consequences even when conflicts of interest are resolved. Individuals entering into such relationships must recognize that:
  1. the reasons for entering, maintaining, or terminating such a relationship may be a function of the power differential;

2. where power differentials exist, even in a seemingly consensual relationship, there are limited after-the-fact defenses against charges of sexual harassment. Further-more, under certain situations consensual relationships may be outside the scope of employment for University employees and, if so, an individual would not be covered by the University's liability protection in subsequent litigation; and
3. it is almost always the case that the individual with the power or status advantage in the relationship will bear the burden of accountability.

### Consensual/Romantic or Consensual/ Sexual Relationships:

A consensual/romantic or consensual/sexual relationship between individuals who occupy different levels of authority in the institution automatically and inevitably carries the potential for evolving into a sexual harassment case of very serious implications, either from a subsequent change of attitude by the subordinate partner or from a contemporary complaint from a dis-advantaged third party. Relationships of this sort are forbidden in those instances in which the partner with higher status and/or power has explicit or implicit authority over, or the power to reward or punish, the partner with lower status and/or power.

It follows that consensual/romantic or consensual/sexual relationships between faculty members and students, or between administrators or supervisors and staff in an office or program are also forbidden.

### Reporting Policy:

Where a conflict of interest exists, or may exist, in the context of a consensual/romantic or consensual/sexual relationship, the individual with the power or status advantage shall notify his or her immediate supervisor. The supervisor shall have the responsibility for making arrangements to eliminate or mitigate a conflict whose consequences might prove detrimental to the University or to either party in the relationship.

## Academic Accommodations for Students with Documented Disabilities

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La Sierra University intends to provide all enrolled students with opportunities for genuine learning and with access to its academic programs and services; to help them meet its academic standards; and to seek to ensure that their grades and degrees accurately reflect their skills. While articulating consistent standards for admission and the completion of degrees, it attempts to help all students meet those standards. The university's stance reflects both its fundamental dedication to the value of inclusive community and the consistency of its policies with applicable laws, including the Vocational Rehabilitation Act and the Americans with Disabilities Act.

In fulfilling this commitment, the university works actively with students to help them achieve their educational goals while ensuring the integrity of its academic programs, fostering partnerships that address the special learning needs of students on a case-by-case basis. Thus, it seeks to provide reasonable academic accommodations that enable qualified students with documented disabilities who request such accommodations to demonstrate their competence under conditions which do not, in virtue of their disabilities, prevent them unfairly from doing so.

### I. Definitions

- A. A disability is a physical or mental impairment which substantially limits at least one major life activity (cp. the Americans with Disabilities Act, 42 USCS -§12102(2) (A)).
- B. A documented disability is one supported by, at minimum, an evaluation of the student by an educational or medical professional acceptable to the university personnel responsible for reviewing any request for an accommodation in light of the disability.
- C. An accommodation is a change in standard university practice made in light of a student's disability.
- D. A procedural accommodation affects the procedures used to assess student competence as necessary to ensure that they do not discriminate or have the effect of discriminating, because of a documented disability, against a qualified student with such a disability.
- E. A substantive accommodation involves either the replacement of a course or activity ordinarily used to fulfill a requirement for a course, program, or degree with an alternative or the waiver of a degree, program, or course requirement.
- F. An accommodation is reasonable if it does not place an excessive financial burden on the university and if granting it is consistent with the university's academic objectives. Grades and degrees convey relatively consistent messages regarding student

competence levels. If granting a student's request for an accommodation would entail awarding a grade or degree conveying an inaccurate message about the student's competence, the request will not qualify as reasonable.

### II. Accommodation Request Procedures and Consequences

#### A. General Provisions

1. A student requesting an accommodation is ultimately responsible for:
  - a. ensuring that each disability from which she or he suffers is appropriately documented;
  - b. communicating personally regarding any accommodation she or he desires with the staff of the Learning Support and Testing Center (LSTC) and with her or his advisor;
  - c. requesting review of her or his request for an accommodation by the LSTC;
  - d. informing the LSTC of any class or classes in which she or he is enrolled or expects to be enrolled in which she or he would like a given accommodation to be available;
  - e. paying for any required accommodation-related assessment, evaluation, or documentation;
  - f. submitting any request for an accommodation early enough that the university can review the request carefully and completely—typically at least fifteen days before she or he desires the university to make the requested accommodation if it is procedural and at least thirty days if it is substantive; and
  - g. reminding the instructor of each class in which she or he is enrolled of any accommodation to which she or he is entitled under this policy.
2. It is essential to the review of the request that the student provide all documentation supporting the request. Such documentation may include medical and psychological records and test results, professional evaluations of the student's disability, academic records, and a request for a specified accommodation and alternatives, if any. The available documentation will be available for review by all university personnel evaluating the request, as needed.

3. The Learning Support and Testing Center will facilitate the review of any accommodation request.
  - a. A student seeking an accommodation initiates review of her or his request for the accommodation by submitting a petition; the LSTC receives this petition.
  - b. Appropriate members of the LSTC staff consult with the student regarding the need for and the appropriate character of the accommodation.
  - c. Appropriate members of the LSTC staff perform or arrange for any necessary evaluation.
  - d. The LSTC transmits information regarding the request, its recommendation regarding educationally suitable and effective means of providing any appropriate accommodation (which may draw upon appropriate precedent), and any other needed information to the entity responsible for deciding whether or not the request will be approved.
  - e. The LSTC maintains copies of all records relevant to any accommodation request for review by any university decision-maker responsible for disposing of the request.

4. The staff of the LSTC and the Assistant Vice President for Academic Administration and Support will be available to consult with any university personnel reviewing an accommodation request and will be informed regarding the disposition of the request.
5. Documentation of a disability will not justify a retrospective grade change. It will not ordinarily warrant the extension of the time granted a student to complete remedial admission requirements and move from provisional to regular admission status.
6. The Provost, the academic advisor of a student requesting an accommodation, and the dean of any affected school will be notified regarding every significant decision related to the student's accommodation request.

#### B. Procedural Accommodations

1. A petition requesting a procedural accommodation may be formal or informal. It need not be course- or examination-specific, but may apply to a range of learning or evaluation environments.
2. A decision regarding a request for a disability-based procedural accommodation affecting a requirement for a particular course or related to a course-specific placement examination will ordinarily be made by the department or program responsible for the course.

- a. Authority to make the decision will ordinarily be vested in the instructor of the affected course.
  - b. The LSTC will transmit a recommendation regarding an appropriate procedural accommodation or accommodations to the instructor of any course in which a student it believes is entitled to the accommodation or accommodations is enrolled.
  - c. The instructor may indicate approval of the procedural accommodation recommendation by signing it and returning it to the LSTC, or may return it unsigned to the LSTC for further review.
  - d. The student will ordinarily be entitled to a specific procedural accommodation related to a given course when the instructor has agreed to the accommodation. However, if, after appropriate dialogue, the instructor declines to grant a request recommended by the LSTC, the student may appeal the instructor's decision to the dean of the school offering the course in which the student desires the accommodation (or, in the case of a course offered through the Honors Program, to the director of the program).
3. A decision regarding a request for a disability-based procedural accommodation affecting a program-specific examination not related to a single course will ordinarily be made by the department or program responsible for the examination.
    - a. The LSTC will transmit a recommendation regarding an appropriate procedural accommodation or accommodations to the chair of any such department or program.
    - b. The chair may indicate approval of the procedural accommodation recommendation by signing it and returning it to the LSTC, or may return it unsigned to the LSTC for further review.
    - c. The student will ordinarily be entitled to a program-specific procedural accommodation when the chair has agreed to the accommodation on behalf of the department or program. However, if, after appropriate dialogue, the department or program declines to grant a request recommended by the LSTC, the student may appeal the decision of the department or program to the dean of the school housing the affected program (or, in the case of the Honors Program, the Provost).

4. A decision regarding a request for a disability-based procedural accommodation affecting a variety of departments or programs will be made by the Undergraduate Academic Council or the Graduate Council, as appropriate. The LSTC will transmit a recommendation regarding an appropriate procedural accommodation or accommodations to the committee. The committee may approve the recommendation, or may return it to the LSTC for further review. The student will be entitled to a cross-program procedural accommodation when the committee has agreed to the accommodation.

5. The university ordinarily responds to a request for a procedural accommodation within fifteen days of receiving it.

6. Among the reasonable procedural accommodations potentially available to La Sierra University students are:

- a. provision of additional time to complete a timed examination;
- b. permission to record lectures when this would not otherwise be granted;
- c. provision of a quiet room free from distractions in which an examination can be completed;
- d. permission to use a word processor and spell checker to complete an essay examination when this would not otherwise be granted;
- e. provision of syllabi and course outlines, as well as textbooks and other required reading materials, for a given course up to one month before the course begins;
- f. provision of note-taking, transcription, and interpretation services;
- g. provision of an instructor's notes for a lecture before the lecture is delivered when these would not otherwise be available; and
- h. provision of notes on course web pages when these would not otherwise be available.

### C. Substantive Accommodations

1. The university will only consider granting a disability-based substantive accommodation under the following conditions:

- a. The university will not grant any substantive accommodation that affects the levels of competence it expects students to acquire to earn particular grades and degrees.
- b. The university will not waive a University Studies or Honors requirement because of any disability. It will not waive a remedial or other requirement affecting admission status

because of any disability. Similarly, it will not permit a student to substitute a course for one ordinarily used to fulfill such a requirement because of any disability.

c. The university will not allow a student with a documented disability to substitute a course or exercise, as appropriate, for one ordinarily used to fulfill a major, minor, or cognate requirement unless doing so would not materially alter the academic character of any affected degree or grade.

d. The university will consider permitting a student with a documented disability to replace a required course or exercise with an alternative only after she or he has attempted with the benefit of all appropriate procedural accommodations to complete the required course and has not done so at the necessary level.

e. The university will ordinarily decline to consider a request for a substantive accommodation from a given student if the request is received less than two quarters before the student's expected graduation.

2. The university will authorize a substantive accommodation in accordance with the following procedure:

a. A student desiring a substantive accommodation must discuss the perceived need for the accommodation with her or his academic advisor, who must evaluate the accommodation request in writing.

b. A student desiring a substantive accommodation affecting a requirement for a major or minor program in which she or he is enrolled or for a course fulfilling such a requirement must submit a request for the accommodation to the department or program immediately responsible for the major or minor.

c. A student desiring a substantive accommodation affecting a requirement for an elective course must submit a request for the accommodation to the department or program immediately responsible for the course.

d. The affected department or program formulates a recommendation regarding the disposition of the student's request.

- e. If the request concerns a cognate requirement involving a course offered by a department or program other than the one responsible for the student's major or minor, the department or program responsible for the student's major or minor must inform this department or program of the student's request and solicit its opinion before formulating its recommendation.
  - f. The affected department or program forwards the student's request, its recommendation regarding the university's response to the request, and all relevant supporting materials to the dean of the school with which it is affiliated.
  - g. If the dean concludes the request should be granted, or that the university should offer an alternate substantive accommodation, she or he forwards the student's request, her or his recommendation regarding the university's response to the request, and all relevant supporting materials, to an ad hoc committee comprising the Provost, the dean, and the members of the University Studies Policy Committee. This committee will review the request in consultation with the Learning Support and Testing Center.
  - h. The ad hoc committee determines the university's response to the student's request by majority vote.
3. The university ordinarily responds to a request for a substantive accommodation within thirty days of receiving it.
4. The Assistant Vice President for Academic Administration and Support will formally notify the student requesting a substantive accommodation and each affected academic unit of the university regarding the university's response to any substantive accommodation request. If the university grants a substantive accommodation request, the accommodation will not be available to the student until each affected academic unit or instructor has received formal certification of the student's right to the accommodation from the Assistant Vice President.

## Research and Scholarship at La Sierra University: Definition and Manifestations Particular to the Disciplines\*

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Section III 3.3.b.iii of the Faculty Handbook delineates the research and scholarship expectations necessary for promotion in rank as follows:

Research and scholarship demonstrated in one of the following three ways.

- A. Two or more papers published in appropriate professional journals within the most recent three years.
- B. Two or more papers presented to national or state professional society meetings within the most recent three years.
- C. Other evidences of scholarship appropriate to one's discipline. These may be papers, reports, performances, exhibitions, etc., that derive from one's profession. This should be documented as having occurred within the most recent three years.

Subsection (c) recognizes that in some disciplines scholarship may also be demonstrated in ways other than by traditional peer reviewed publications or presentations. The purpose of this paper is to aid the campus community in applying Section III 3.3.b.iii c of the Faculty Handbook. It is not the purpose of this paper to address the more traditional ways in which scholarship is demonstrated (sections a and b above).

### Definition of Scholarship at La Sierra University

Scholarship is manifested in a variety of ways; some are traditional and understood by most disciplines, some are related to the nature of the disciplines. Disciplinary discussions on scholarship initiated by the American Association of Higher Education led to statements made by twenty-six professional associations published by AAHE in two volumes entitled *The Disciplines Speak*<sup>1</sup>. Although the disciplinary descriptions of scholarship have a variety of forms, they have some common elements. These elements have led to proposals of general definitions of scholarship<sup>2</sup>.

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\* Voted by the Faculty Senate on June 3, 2005

**1** Diamond, R.M. & Adam, B.E. (1996). Describing the work of faculty: Disciplinary perspectives. In Diamond, R.M. & Adam, B.E. (Eds.) *The disciplines speak: Rewarding the scholarly, professional and creative work of faculty*. Washington, D.C.: American Association of Higher Education. Diamond, R.M. & Adam, B.E. (2000). The work of the faculty: A continuing conversation. In Diamond, R.M. & Adam, B.E. (Eds.) *The disciplines speak II: More statements on rewarding the scholarly, professional and creative work of faculty*. Washington, D.C.: American Association of Higher Education.

**2** See Diamond, R.M. (2002, Summer). Defining scholarship for the Twenty-first century. In Zahorski, K.J. (ed.). *Scholarship in the post-modern era: New venues, new values, new visions*.

At La Sierra University scholarship and creative activity are understood to be significant intellectual work validated by peers and publicly communicated.

Scholarly work in its diverse forms is based on a high level of professional expertise; shows appropriate content and method; is original; is documented, validated through peer review, and communicated in appropriate ways. Intellectual work in teaching is scholarship if it is shared with peers in journals, in formal presentations at professional meetings, or in comparable peer-evaluated forums.

### Manifestations of Scholarship Particular to the Disciplines

The following statements, submitted by the faculty of the respective disciplines, delineate scholarly manifestations particular to the discipline. These statements must always be interpreted in the light of the above criteria, which are in every case presupposed.

These documents reflect the national discussion and the current campus climate. This White Paper is an evolving document; additions and revisions will be incorporated as more disciplines develop statements and experience suggests improvements.

It is the responsibility of faculty members to provide evidence of appropriate and substantial research and scholarly/creative work. Given the specialized nature of the scholarly activities described below, it is expected that the faculty member, in consultation with the chair, will develop a portfolio of evidence that will include a narrative addressing how the scholarship presented meets the general definition of scholarship published above.

#### Art

The Department of Art recognizes and supports the broad definitions of scholarship that include the scholarship of discovery, integration, application and teaching. In addition, Art and Design faculty engage in the scholarship of artistic endeavor that encompasses scholarly activities directly related to the creative process. In most cases evidence of scholarship in art will include a body of work put together by the faculty member that will require external review of an artistic portfolio by respected scholars in similar institutions and/or recognized experts in the field.

The following examples are activities acceptable as scholarship when they meet the above criteria as well as the general definition of scholarship found at the top of page 2:

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*New Directions for Teaching and Learning*, n. 90, 73-79 and Glassick, C.E., Huber, M.T., & Maeroff, G.E. (1997). *Scholarship assessed: Evaluation of the professoriate*. San Francisco: Jossey-Bass.

- Awards, honors, fellowships, grants, exhibition prizes, and purchase awards that are peer-reviewed and include many layers in the selection process. Examples include: Fulbrights, Guggenheims, National Endowment for the Arts, National Endowment for the Humanities, as well as government and private arts and humanities funding institutions and foundations that fund specific art and/or cross-disciplinary projects that represent the interest or mission of the funding institution;
- Juried international, national, regional, or local exhibition of work such as an invitational, group, or one-person exhibit. The stature of the venue, sponsor, and the juror must be considered; Critical reviews by recognized experts in the field;
- Reproduction of work in publications, books or online taking into account the following considerations: stature of refereed publication, distribution (local/regional/national/ international), coverage (feature article, documentation of exhibit), and documented critical reviews;
- Curating exhibitions when the stature of the exhibit, sponsoring organization, etc. are professionally recognized;
- Public art: commissioned works that are peer-reviewed and include multiple layers of review in the selection process. The scope of the work or project must be significant and be professionally recognized.

Typical unacceptable examples of Art scholarship might include:

- Non-peer reviewed/juried exhibition venues such as street fairs and art fairs which may be more appropriately noted as service to the community;
- Open non-juried exhibits;
- Creation of backdrops, illustrations, etc. for school, church or community entities, which again, may be considered as service.

Many art creations are unique and difficult to categorize and should therefore be considered on a case-by-case basis. The Art Department remains open to the continually changing formats of presentation and will evaluate significance of such formats as they arise.

### **Librarianship**

Library science is primarily an applied field, and librarianship is a service profession. Librarians regard the Library as their laboratory, and their research typically focuses on various elements within that entity. Creative thinking is sparked as they seek solutions to improve services or collections. Librarians routinely engage in the scholarship of inquiry and application as they successfully meet the challenges of providing quality library service. Ironically, although librarians are often in “research mode” while fulfilling the ordinary duties of good

librarianship, providing the evidence of scholarly activity needed to meet promotion/tenure requirements is frequently a challenge.

The peer reviewed journal article serves as primary evidence of scholarship for librarians as it does for most members of the teaching faculty. In evaluating other examples of scholarly activity submitted by library faculty for consideration towards promotion/tenure review, factors to be considered include adequate documentation, dissemination, external review, level of expertise required, and the innovation and significance of the work.

Acceptance of scholarly activity in a program or publication or the presentation of an award in itself may constitute positive peer review. Such action, especially when unsolicited by the recipient may serve as an endorsement of scholarly expertise and reputation. In cases where the usually expected professional peer review cannot occur, confirmation of quality should be provided by the primary audience. It is incumbent upon the applicant to provide adequate evidence of scholarship including whatever alternative to formal peer review supports the research effort reported or to demonstrate how the work has been judged.

The following examples are activities acceptable as scholarship when they meet the above criteria as well as the general definition of scholarship found at the top of page 2:

- Poster sessions presented at professional conferences
- Published Book reviews or reviews of other library materials (software, databases, etc.), which include elements of analysis or other features that reflect critical thinking (A portfolio of substantive reviews may count as one of the required evidences of scholarship.)
- Editorship of a professional publication or other editorial work when these include scholarly commentary or special subject expertise and evaluation
- Recognition of scholarly achievement in the form of professional awards or other commendations
- Participation within an organized group of librarian experts seeking to develop solutions or standards in response to emerging professional needs. Evidence of documented outcomes should be provided, although individual attribution may be lacking.
- Consultantship or other external advisory service which includes analysis and evaluation with documented outcome recommendations
- Production of audiovisual media, software products, or web page resources contributing to the library's educational mission and made generally available
- Bibliographies, including exhibition or other special collection catalogs, published and with such features as a critical introduction and annotations



- Presentations at seminars for professional librarians.
- Preparation of significant research-based educational exhibits with documentation of critical expert review or other evidence of quality

Unacceptable examples generally include:

- Displays serving primarily decorative or public relations purposes
- “Letters to the editor” or other unsolicited statements of published opinion, including postings to internet listservs or newsgroups.
- Brief descriptive reviews of books or other library materials
- Committee reports
- Book talks to student or other lay audiences
- Blogs
- E-list manager
- In-house documentation such as handbooks, procedure manuals, policy statements
- Contributions prepared as part of regular duties such as instructional handouts and library web page maintenance

### **Music Performance**

The Department of Music affirms its commitment to excellence in faculty scholarship and/or creative contributions. Furthermore, the department holds superior student achievement as its ultimate and views faculty scholarship as a vital and effective means to that end. Excellence in scholarly and creative activity is significant intellectual work, validated by peers and publicly communicated.

It is the responsibility of faculty members to provide evidence of appropriate and substantial research and scholarly/creative work as demonstrated by performances, publications, or presentations. In most cases this will require external review of a performance portfolio from respected scholar-performers in similar institutions. The faculty member’s representation of materials will demonstrate their continuous involvement in research and scholarly/creative endeavors as evaluated by awards, review, individual and public response, and peer acknowledgement from within the division, the department/college, and colleagues of the same discipline in other institutions.

The following examples are activities acceptable as scholarship when they meet the above criteria as well as the general definition of scholarship found at the top of page 2:

- Performances critically reviewed by professionally recognized publications;
- Performances in nationally recognized venues, such as festivals and conferences, or recitals sponsored by educational or arts organizations;
- Performances with professionally recognized organizations, such as symphonies, chamber ensembles, and opera companies;
- Critically reviewed recordings prepared for national distribution;
- Recorded performances broadcast on regional classical/arts radio and/or television;
- Solo recitals or featured performances in concerts sponsored by nationally or regionally recognized arts or educational organizations.
- Lecture-recitals, paper presentations, master classes, and/or panel participation at conferences for state, regional, and national organizations such as the College Music Society, Music Teachers National Association, Music Educator’s National Conference, National Association of Teachers of Singing, and California Music Teachers Association;
- Awards or honors, such as invitations to adjudicate competitions at the state, regional, or national levels.

Performances for regular services of worship are not regarded as scholarly activity. Other performances, including local recitals and guest appearances with or in lesser known organizations or venues, and non-reviewed performances may be regarded as scholarly activity if they meet overall criteria for scholarship.

### **Psychology**

Like other disciplines, psychology recognizes peer-reviewed publication and presentations at professional meetings to be scholarship. In order to qualify as scholarship, other activities/achievements must meet the following criteria:

- Adds to existing knowledge within the field or discipline;
- Represents a significant contribution to that field or discipline;
- Has a documented and replicable procedure;
- Includes a formal evaluation appropriate to the project;
- Is available for appropriate peer review.

The following examples are activities acceptable as scholarship when they meet the above criteria as well as the general

definition of scholarship found at the top of page 2:

- Disseminating information associated with competitive external funding awards;
- Invited presentation at a professional meeting on one's own empirical research;
- Publication of a trade book or other academic book that synthesizes important elements of scientific knowledge within field or discipline;
- Written report of results from professional consultation if the report is available to appropriate experts in the field or discipline and has been peer reviewed;
- Program reviews whose results are disseminated, the procedure is replicable and follows accepted methodology;
- Authoring a published test whose psychometric properties are well established.

The following examples would generally not meet the criteria for scholarship:

- Oral presentation to community groups, church groups, student groups, or other lay audiences;
- Written presentation to community groups, church groups, or other lay audiences (except for significant works such as trade books that focus on synthesis of scientific findings within the discipline);
- Non-invited, non-peer reviewed presentation at professional meetings;
- Teaching a seminar or leading a learning group, even if some of one's own empirical work is included;
- Written report of results from professional consultation if the report is not available to appropriate experts in the field or discipline and/or has not been peer-reviewed;
- Reports of formal psychological evaluations on individuals and/or case notes
- Being a test standardization examiner;
- Obtaining professional credentials.

### **School Psychology and Counseling**

The discipline of School Psychology and Counseling recognizes the definition of scholarship to include the following: discovery, teaching and learning, integration and synthesis, and application. Scholarship in the areas of journal publications and presentations should continue to be strongly valued in the pursuit of rank and tenure at La Sierra University. Additionally, the School Psychology and Counseling faculty will engage in the scholarship of practice in working directly with the community and contributing services rendered that can only be done by holding qualified licenses and or certifications. The scholarship of application is

supported when it:

- Adds to or amplifies in ways, the professional knowledge base within the discipline.
- Integrates, synthesizes, and appropriately applies techniques, interventions, and modalities appropriate to school settings or other client "target" populations.
- Can be subjected to appropriate peer review.
- Has visible importance within the discipline's field.
- Can demonstrate reliable and valid methodology as well as its replicability.
- Is disseminated with professional or scholarly peers.

The following examples are activities acceptable as scholarship when they meet the above criteria as well as the general definition of scholarship found at the top of page 2:

- The publication of academic/professional journal articles, papers, books or products, and/or presenting them in scholarly conferences, which highlight theories and clinical practices with appropriate applications (e.g., professional standards, assessment procedures, and therapeutic modalities).
- Professional consultation, assessment, and/or intervention services in school or other relevant clinical settings; services which can withstand appropriate peer review standards.
- Needs assessments, program development, and/or program evaluation reviews in school or other relevant clinical settings as a result of having produced measures to evaluate the above-mentioned items.
- Creating a new assessment or diagnostic instrument that clearly demonstrates appropriate statistical properties.
- Disseminating information resulting from the successful writing, submission and ultimately, the funding of competitive grants and other external awards relevant to the disciplines' field within the scope of psychology.

The following examples would generally not meet the criteria for scholarship:

- Giving a presentation or professional talk to student, community, or lay audiences.
- Giving a non-peer reviewed presentation to a professional audience.
- Leading a seminar or in-service on a relevant topic to a professional audience.
- Serving as an editor for a professional journal.
- Serving on a professional organization board, committee, or panel.

### **Social Work**

In addition to the scholarship of discovery, integration and application shared with other disciplines, social work faculty move the profession forward by engaging in the scholarship of practice in the community. Like other forms of scholarship, practice is scholarship when it:

- Is conducted by a licensed social worker or other professionally qualified researcher;
- Adheres to practice methods that are appropriate, effective, and applicable to similar practice populations;
- Adds to existing professional knowledge;
- Has demonstrable scope, importance and impact;
- Includes an evaluation component;
- Is disseminated to professional or scholarly peers;
- Can be replicated or elaborated;
- Its process and product is documented.

The following examples are activities acceptable as scholarship when they meet the above criteria as well as the general definition of scholarship found at the top of page 2:

Presentation given and written documentation provided to substance abuse professionals on the effectiveness of specific treatment modalities with a particular subgroup of clients;

- Written reports to appropriate agencies and available to the public compiling and analyzing client outcomes, i.e. an analysis of the variables that affect the success of foster placement and distribution of those results throughout the foster care system;
- Written report to the agency sponsoring the program and the funding source on the results of a study analyzing the effectiveness of an after-school program whose goal is to reduce criminal behavior in teens;
- Written report to appropriate agencies outlining the results of a program analysis that addresses the relationship between length of time on the waiting list and client outcomes.

Unacceptable examples generally include:

- Presentations on a professional topic to the general public or the social work community that reflects library research rather than based on the results of original research;
- Presentations to professionals about a new clinical technique that is not based on personal research;
- Professional practice that is not designed as a research study of a particular problem issue or client population;
- Providing continuing education training or in-service training on a particular topic;
- Consultation to an agency when the written report is so specific that it cannot be generalized to the profession.

# Implementing Protocols for Defining Faculty Positions as Professional or Lecturer Track

*(see Faculty Handbook III:1, III:2.1-2.4, III:3) Starting September 1, 2011*

## I. Determining the track of a given faculty position

### A. Principles

The intention of the Lecturer track is to provide for particular needs in the delivery of defined categories of courses. Certain introductory courses, or those with a narrowly technical content, or certain offerings in the University Studies curriculum, may appropriately be taught by faculty whose focus is on the mastery and highly-skilled presentation of specific subject-areas or skills such courses entail. This may also apply to the directing of such learning experiences as fieldwork, internships and similar practical training.

As one approach to meeting such needs, a department may elect to staff its delivery of a clearly-defined set of courses with certain full-time regular faculty members who are permanently assigned to teaching within these confines. Such "Lecturer" faculty are expected to meet the University's high standards of teaching and service and will hold, at minimum, an appropriate master's degree. As non-tenure-track faculty, they are employed under renewable contract as stipulated in the Faculty Handbook III:1.2B.

It is understood that any faculty positions in the Lecturer track shall be:

1. defined as positions, not merely as appointments.
 

A Lecturer-track position is not an ad hoc way of dealing with a situation arising in the course of a search for professor-track candidates. Rather, the position is stipulated from the outset as a Lecturer-track position, and any search for an appointee is conducted accordingly.
2. limited in number. While contours of faculty needs will vary among departments, the following considerations provide initial benchmarks:
  - a. From the perspective of the baccalaureate student's experience at La Sierra University, it is recommended that the majority of courses taken by a student in the major be taught by faculty in the Professor track.
  - b. From the perspective of the faculty cohort across a given school or college, a ratio of one Lecturer out of five faculty FTE appears to be a reasonable maximum.
3. stable. Once a department's or division's pattern of Professor and Lecturer positions has been established during the two-year phase-in, reclassification of a position is expected to be a comparatively rare event.

Lecturers comprise part of a stable faculty. Accordingly, the search, interview and hiring processes for the Lecturer track will parallel those for the Professor track (Faculty Handbook III:3.1).

### B. Procedures

The primary work involved in considering Lecturer positions is done at the departmental or divisional level, in close consultation with their appropriate administrative entities. The first decisions are both philosophical and practical. Central considerations include whether a department's/division's mission, needs and purposes are best served by including one or more non-research faculty in its ranks.

#### 1. Criteria

Among the criteria for determining the status of a position are:

- a. the role of the Lecturer track in relation to the purposes served by Professor appointments on the one hand, and adjunct contracts on the other.
- b. whether the department/division finds it advantageous to reserve its Professor faculty for selected courses, or to rotate them through a broader spectrum of offerings.
- c. conversely, whether the department/division elects to designate a certain set of courses to typically be delivered by Lecturers, or to deliver all of its courses through Professor and adjunct faculty.
- d. whether the department/division identifies a sufficient number of appropriate courses to fill the higher course load for each of one or more faculty members in the Lecturer track, per year.
- e. financial considerations, weighing economies over Professor faculty and greater costs over any work to be absorbed from adjunct or other contingent faculty.
- f. whether sufficient active research can be sustained in a department that includes one or more Lecturer positions on its faculty.

#### 2. Review

During the remainder of 2010-2011 or through the 2011-2012 academic year each department or division should review its existing faculty positions with reference to its stated mission and its current

strategic plans and projections.

Helpful data in this review could include a listing of courses offered, typically over a standard two- or three-year cycle, in accord with the department's planned directions, including sabbatical needs and release time. Analysis could proceed from a tally of the number of each course's offerings over the cycle, noting how many offerings of each course were taught by professor faculty and how many offerings of each course were taught by adjunct or other contingent faculty. Further considerations could include each course's requisite area and/or level of expertise, the role of each course in the department's major and minor programs, in the University Studies curriculum, and/or in major programs of related departments.

Such a review will yield a profile of the contribution of each faculty member's areas of expertise in relation to instructional duties, and the best prospects for fully engaging their research. This profile can help inform the department of any opportunities for adding one or more Lecturer positions to the existing complement of Professor positions, and/or for converting one or more existing faculty positions to the Lecturer track.

## II. Adding Lecturer position(s)

### A. Proposal

If a department/division elects to request the addition of a Lecturer position, the chair/director should submit a feasibility assessment and proposal to the dean. The rationale should show how the departmental and institutional missions and strategic plans can be better addressed through this step, and should document the course and program needs that favor it. Analysis should identify specific courses and/or other responsibilities to be assigned to a Lecturer, and should yield a financial-impact statement based on a multi-year projection in accord with the department's current strategic plan. An implementation timetable should be proposed. If a change of more than one position is being proposed at one time, a separate feasibility assessment and proposal is recommended for each, while taking account of the combined effects.

### B. Potential actions

The dean may elect

1. to endorse the proposal, forwarding it to the provost;
2. to request modification on such matters as the effective date for implementation; or
3. to deny it with explanation.

Approval for opening a search process follows the procedures for all faculty openings (Faculty Handbook III:3.1).

## III. Changing the track of an existing faculty position

### A. Re-classifying a position from Professor to Lecturer track

#### 1. Timing

An initial transition period is proposed for the inauguration of the Lecturer faculty plan campus wide, for the purpose of establishing the long-range, overall faculty contours in each School/College. This process is expected to involve two phases:

- a. The completion of departmental reviews, to be carried out by the end of the 2011-12 academic year, and
- b. the drafting of proposals for re-classifying existing Professor positions to Lecturer, which may be submitted to the dean through November 30 of 2012. Such proposals should be formulated along the lines stated in II.A above.

#### 2. Potential actions.

The dean's response (per the options stated in II.B above) should follow within a month of receiving a proposal, providing for completed University processing of all re-classification proposals by the end of the 2012-13 academic year.

#### 3. Occupied positions

##### a. Tenured faculty

When a proposal for re-classification is approved for a position that is currently occupied by a tenured faculty member, the position is designated for deferred re-classification as a Lecturer position, to be implemented when it next comes open.

##### b. Tenure-track or non-tenure track faculty

When a proposal for re-classification is approved for a position that is currently occupied by a non-tenured (tenure-track or non-tenure track) faculty member, the faculty member is to be given three options:

- i. continuing in the tenure track as originally appointed, with the position designated for re-classification to Lecturer after it again comes open in the future, or
- ii. agreeing to the position's re-classification at the end of his/her current contract, with the understanding that (s)he is welcome to remain in the position with the contract renewed under Lecturer terms, or

- iii. agreeing to a negotiated early termination of the current contract, to facilitate a quicker transition, with the understanding that (s)he is welcome to remain in the position with the contract renewed under Lecturer terms.
  - a. Rank and step for faculty transitioning into Lecturer track.

Existing University faculty who choose to remain in a position that is re-classified to the Lecturer track shall have their rank assigned by the dean (in consultation with the department or division chair) in accord with the stipulations of the Faculty Handbook III:1.2B, taking full account of the faculty member's previous service in the Professor track, established record of teaching elsewhere, and documented teaching ability. Documented prior research and service may also be considered. To this end, the faculty member is requested to provide a simple dossier, documenting these evidences.

B. Determining long-range faculty contours

After the initial phase-in period, re-classification of a faculty position should be occasioned only by pronounced changes in the mission, in the strategic plan or in the markets of its department, division or the University.

C. Re-classifying a position from Lecturer to Professor track

In the event that departmental needs change substantially and an existing Lecturer-track position is no longer suited to new circumstances, its re-classification is called for. Criteria and procedures parallel those for conversion from Professor to Lecturer track.

D. Re-classifying a position that is "on hold"

At any time, a position in either the Lecturer or Professor track that has been "on hold" can be re-classified to the other track in accord with the criteria and procedures stated in Section II above. This step is independent of but may be taken in the course of the position's re-activation.

## **Guidelines for Developing Criteria for: *A Non-Doctoral Terminal Degree in lieu of a Doctoral Degree in Hiring, Promotion, Tenure and Salary Decisions***

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Following are the steps that must be followed in developing a case for using *a non-doctoral terminal degree in lieu of a doctoral degree* in hiring, promotion, tenure and salary decisions.

A. The department shall create a formal document that outlines a clear rationale for using a non-doctoral terminal degree in hiring, promotion, tenure and salary decisions in the sub-discipline under consideration. (If a school is not organized into “departments” then the document is to be generated by the pertinent “local entity.”) The guidelines should focus on a position in the sub-discipline, not on a particular candidate under consideration. The department should develop this document in consultation with the Dean of the College or School.

B. The document shall:

1. include a survey of how terminal degrees are handled in the particular subdiscipline at comparable institutions;
2. include identification of any certifications, awards or other professional recognition from the sub-discipline that would be required;

3. include a description of the types of activities that would be recognized as fulfilling the definition of scholarship in the sub-discipline that would be used in decisions regarding hiring, promotion or tenure;

4. be developed in a timely manner to allow for an orderly approval process;

5. be forwarded to the pertinent school dean and rank and tenure committee for information purposes; and

6. be forwarded to the University Rank and Tenure Committee for information purposes.

C. The document shall be:

1. adopted by formal vote of the departmental faculty;

2. supported by the dean of the pertinent school;

3. adopted by formal vote by the faculty of the pertinent school;

4. accepted by the Provost; and

5. adopted by formal vote by the University Academic Affairs Council.

## Guidelines for Developing a Document Outlining the Criteria for Equivalent Professional Experience in lieu of a Doctoral Terminal Degree in Hiring, Promotion, Tenure and Salary Decisions

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Following are the steps that must be followed in developing a case for invoking equivalent professional experience in lieu of a terminal degree in hiring, promotion, tenure and salary decisions.

- A. The department shall create a formal document that includes guidelines that set the general criteria by which they would judge any faculty member in the sub-discipline for doctoral terminal degree equivalence, not just for the particular candidate under consideration. (If a school is not organized into “departments” then the document is to be generated by the pertinent “local entity.”) The minimum degree requirement shall normally be a master’s degree in the area of hiring. Only under exceptional circumstance would a candidate be considered that has less than a master’s degree.

The department should develop this document in consultation with the Dean of the College or School.

- B. The document shall:

1. include a survey of how such equivalencies are handled in this particular discipline at comparable institutions;
2. outline how the given criteria demonstrate the exceptional qualifications of an equivalent professional candidate from a traditional faculty hire and the skills and experiences they would normally get in a traditional terminal degree program;

3. be developed in a timely manner to allow for an orderly approval process;
4. be forwarded to the pertinent school dean and rank and tenure committee for information purposes;
5. be forwarded to the University Rank and Tenure Committee for information purposes.

- C. The document shall be:

1. adopted by formal vote of the departmental faculty;
2. accepted supported by the dean of the pertinent school;
3. adopted by formal vote by the faculty of the pertinent school;
4. accepted by the Provost; and
5. adopted by formal vote by the University Academic Affairs Council.

### **Guidelines for Applying the Document** *Equivalent Professional Experience in lieu of a Doctoral Terminal Degree in Hiring, Promotion, Tenure and Salary Decisions*

- A. The department must make a written argument that the candidate meets the criteria as given in the document developed for their particular discipline as well as all criteria for hiring, promotion or tenure.
- B. The candidate with equivalent professional experience in lieu of a terminal degree is required to sign a statement that s/he agrees to be assessed for promotion and tenure by the criteria outlined in the document for the particular discipline.



## **This a statement of the Freedom of Religious Practice and Expression that by law the University is required to publicly display.**

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La Sierra University is committed to inquiry, learning, and service. Consistent with the life and teachings of Jesus Christ and our belief in a God of grace and redeeming love, the University maintains a safe and civil campus environment that promotes diversity, service and equal dignity and respect for all persons.

La Sierra University is part of the higher education system of the Seventh-day Adventist Church. The University's heritage and ethos reflects a dedication of loving service to people of all backgrounds and identities. La Sierra University is committed to creating and fostering an educational environment where all members of its community can thrive. Faith and learning are integrated in the curriculum and in student activities, and religious beliefs and tenets are woven into all aspects of institutional operations. This places the University within the educational plurality of the State of California.

The freedom to practice and express the University's religious beliefs and tenets is recognized by the United States and California Constitutions. Other federal and state laws likewise support the opportunity for religious higher education

institutions such as La Sierra University to pursue their missions and integrate religious beliefs and tenets into campus life. For example, exemptions in Title IX<sup>1</sup> and the California Equity in Higher Education Act<sup>2</sup> support the University's efforts to operate consistently with its religious beliefs and tenets by maintaining faith-based standards of behavior that all students, faculty and employees agree to follow as a condition of participation in our learning community. Those standards may be found at the following on-line sites— ([Faculty Handbook](#) , [Employee Hourly Handbook](#), [Employee Salary Handbook](#), [Student Handbook](#)).

Notwithstanding the permitted exemptions, and consistent with its commitments to diversity and service, La Sierra University seeks to fully comply with Title IX and does not unlawfully discriminate in student admissions or employment on the basis of gender identity, sexual orientation, marital status, race, color, national origin, ethnicity, religion, age (over 40) disability, or veteran status.

1 20 United States Code Sec 1681(a)(3); 34 Code of Federal Regulations Sec. 106.12 2 California Education Code Sec. 66270