

**Point Loma Nazarene University
Faculty Handbook**

October 2016

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I. Introduction

A. University Mission (BOT)

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

B. Historical Profile

Point Loma Nazarene University was founded in 1902 as Pacific Bible College in Los Angeles with a mission to train both men and women for Christian ministry in the holiness tradition. While the college was administered by the Church of the Nazarene, the founders had a distinct vision of developing a non-sectarian, but decidedly Christian institution.

In a few short years, the vision for the college expanded from being a Bible college to becoming a comprehensive Christian liberal arts university. In 1906, the college changed its name to Nazarene University and Deets Pacific Bible College due to a generous gift from Jackson Deets and the expanding vision for the university. By 1910, Nazarene University had secured property in Pasadena where the campus overcame many significant obstacles to grow into a thriving Christian liberal-arts college, receiving its initial accreditation from the Northwest Association of Secondary and Higher Schools in 1943.

While the Pasadena years saw the college stabilize, the campus was landlocked, constraining the fulfillment of the early vision. Under the leadership of President W. Shelburne Brown, the college made the bold decision to acquire property overlooking the Pacific Ocean in San Diego and moved from Pasadena to Point Loma in 1973. The Point Loma campus was an ideal spot to develop the vision of a comprehensive Christian university.

Over the last two decades, the founding vision has continued to be realized, with the college being renamed Point Loma Nazarene University in 1998. PLNU has become a non-sectarian, but distinctively Christian, university in the Wesleyan Holiness Tradition.

C. Denominational Affiliation (BOT)

Point Loma Nazarene University is the regional educational institution of the Southwest Educational Region of the Church of the Nazarene. The Board of Trustees is a self-perpetuating body that oversees the affairs of the university.

The Church of the Nazarene is an international Protestant denomination in the holiness tradition. The denomination is Wesleyan in doctrine and evangelical in mission. The Church of the Nazarene is a member of the Christian Holiness Partnership and the National Association of Evangelicals.

The relationship of the university and the sponsoring denomination is characterized by a mutual commitment to doctrine and mission. In this relationship the university provides quality leaders for Christian service within social, civic, business, and church communities.

D. Accreditation (BOT)

Point Loma Nazarene University is accredited by the WASC Senior College & University Commission (WSCUC), for which it periodically completes a self-study that addresses recognized standards and principles of excellence.

E. Statement of Belief (BOT)

Faculty Members are expected to be in harmony with the religious and educational aims of the University, and the doctrines, core values and ethical standards of the Church of the Nazarene as they

are indicated in the Community Life Covenant as affirmed by the Board of Trustees of Point Loma Nazarene University. (www.pointloma.edu/experience/offices/administrative-offices/human-resources/community-life-covenant)

F. Procedure for Amending this Faculty Handbook

1. Preface

The PLNU community is committed to shared governance and the maintenance of collegial relationships between the Board of Trustees, the Administration and the Faculty. We recognize that ultimate authority over the various sections of this handbook lies with different stakeholders. We agree to the best practice principle of informing and allowing feedback on proposed changes to this document that may impact the other stakeholders prior to enacting said changes in an official capacity whenever possible.

2. Amendments to Sections Marked (BOT)

- a. Sections marked with the notation (BOT) require the approval of the Board of Trustees to modify including (I.F.2).
- b. All subsections of a section marked with the notation (BOT) are deemed to be marked with the notation (BOT) and hence require the approval of the Board of Trustees to modify.
- c. If a section not marked (BOT) is created, modified, or deleted and thereby causes a disagreement with a section marked (BOT), the Faculty Handbook text section marked with the notation (BOT) is the official source of information. Sections marked with the notation (BOT) and all subsections thereunder prevail over all other sections in the Faculty handbook.
- d. Proposals to amend sections marked with the notation (BOT) of this *Faculty Handbook* may be submitted by any duly constituted Faculty or institutional committee, an individual faculty member, a member of the Administrative Cabinet, the President, or the Board of Trustees.
 - i. Amendments proposed by a committee or a member of the Faculty shall be submitted to and reviewed by the Faculty Governance Committee and the Provost. The Committee will then forward recommendations for Faculty action to the Faculty through the Agenda Committee. Upon approval by a majority vote of a quorum of the Faculty, the amendment shall be presented to the President for transmission to the Board of Trustees for its consideration and action.
 - ii. Amendments proposed by the Administrative Cabinet or the Board of Trustees shall be communicated in writing by the President to the Faculty Governance Committee. The President shall inform the committee of a reasonable time period for review, within which the Faculty, through the committee, has the opportunity to respond to the amendments before the Board of Trustees takes final action on its proposal.
- e. Amendments to sections marked with the notation (BOT) become effective upon approval of the Board of Trustees, unless otherwise specified (e.g., Effective for the fall semester of 20YY).

3. Amendments to Other Sections

- a. Proposals to amend sections or subsections of this *Faculty Handbook* not marked with the notation (BOT) may be submitted by any duly constituted Faculty or institutional committee, an individual faculty member, a member of the Administrative Cabinet, or the President.
- b. Proposed amendments sections of this *Faculty Handbook* not marked with the notation (BOT) require review by the Faculty Governance Committee. The Faculty Governance Committee will then forward its recommendations to the President and the Faculty. Final approval of the proposed amendments rests with the President.
- c. Amendments become effective upon approval of the President, unless otherwise specified (e.g., Effective for the fall semester of 20YY).

4. Submission of Materials
 - a. Supporting documentation for a proposed amendment shall be submitted along with the proposal.
 - b. This documentation shall include the following items:
 - i. identification of the specific Handbook sections to be amended;
 - ii. specific language being proposed for addition, modification, and/or deletion; and
 - iii. a statement of the rationale in support of the proposed amendment.
5. The Office of the Provost shall maintain an official copy of the *Faculty Handbook* and ensure, along with the Faculty Governance Committee, that it is updated by the Faculty Handbook Editor with amendments that have received final approval.
6. Every three years the Faculty Governance Committee shall confer with the Provost to ensure the completeness and accuracy of this *Faculty Handbook*. The Committee will prepare a report of the findings, including any recommendations, and submit this report to the Faculty and the Administrative Cabinet.

II. Governance

A. University (BOT)

1. Board of Trustees
 - a. Election
 - i. The Board of Trustees is limited to a membership of no less than fifteen (15) and no more than thirty-three (33). All trustees are members of the Church of the Nazarene with the possible exceptions of the ex-officio positions of Alumni President and Foundation President and up to three other trustees elected by the board.
 - ii. The President of the University and six district superintendents on the Southwest Educational Region of the Church of the Nazarene are members.
 - iii. The Board of Trustees is a self-perpetuating board and qualifies and elects its own members. The Board Membership Committee receives names and profiles of prospective candidates and nominates qualified candidates for consideration by the full board. Every district of the Southwest Educational Region has a minimum of one voting member of the board.
 - b. Responsibilities
 - i. The Board of Trustees has power to elect the President of the University, to approve the employment of the administrative vice presidents and to ratify the employment of all full-time faculty members.
 - ii. The Board of Trustees defines the powers and duties and determines the salaries and terms of office for all employees indicated in (II.A.1.b.i).
 - iii. The Board of Trustees manages the affairs of the Corporation.
 - c. Regular meetings of the Board of Trustees are held twice each year, once in the fall and once in the spring.
 - d. The officers of the Board of Trustees or Corporation are the Chair, Vice Chair, and Secretary.
 - e. The Executive Committee of the Board of Trustees is composed of all officers of the Board of Trustees, the President of the University, the chairs of all standing Board of Trustee committees, and the President of the Point Loma Nazarene University Foundation, all serving ex officio. The Executive Committee is empowered to act in the interest of the Board of Trustees in the interim between regular meetings of the Board.
 - f. The six standing committees of the Board of Trustees are:
 - i. Academic Affairs;
 - ii. External Relations;
 - iii. Financial Affairs;
 - iv. Spiritual Development;
 - v. Student Development; and
 - vi. Board Membership.
 - g. The Faculty elects two non-voting representatives to the Board of Trustees.
 - i. The current Chair of the Faculty Council is one of the representatives.
 - ii. The second representative is elected for a three-year period by the following process: the Nominating Committee nominates three persons that are from the upper two academic ranks and have a minimum of five years of service at the University. The election shall be by ballot during a Faculty meeting and by a majority of faculty members present and voting.
2. Administration
 - a. Office of the President
 - i. The President is the chief executive officer of the University.
 - ii. The President is directly assisted in this role by five administrative officers, each of whom is directly responsible for a different administrative area within the University:

- a) Provost and Chief Academic Officer (Academic Affairs);
 - b) Vice President for Finance and Administrative Services;
 - c) Executive Vice President ;
 - d) Vice President for Spiritual Development; and
 - e) Vice President for Student Development.
- iii. The President and these five officers form the Administrative Cabinet, which functions as:
- a) the highest policy-making body at the University;
 - b) the University's budget committee; and
 - c) an advisory body for the President.

B. Academic Affairs

1. Provost
 - a. The Provost is the chief academic officer of the University.
 - b. Provost's Council
 - i. The Provost's Council functions as an advisory body to the Provost and forms the core of the academic leadership team.
 - ii. The members of the Provost's Council, including the Provost, are:
 - a) Vice Provost for Academic Administration;
 - b) Vice Provost for Assessment and Institutional Effectiveness;
 - c) Dean of the College of Arts and Humanities;
 - d) Dean of the College of Natural and Social Sciences
 - e) Dean of the School of Education
 - f) Dean of the Fermanian School of Business
 - g) Dean of the College of Extended Learning
 - h) Dean of the School of Nursing
 - i) Dean of the School of Theology and Christian Ministry
 - iii. The Vice Provost for Academic Administration manages academic infrastructure in areas including academic calendar, academic administrative calendar, registration, records, university catalogs, academic policy implementation, student academic status and academic ceremonies.
 - iv. The Vice Provost for Assessment and Institutional Effectiveness provides systems that link academic program reviews, assessment, continuous improvement of programs, resources, government regulations, and accreditation.
 - c. Academic Council
 - i. The Academic Council functions as an advisory body to the Provost and represents the entire academic leadership team.
 - ii. The members of the Academic Council are the Provost, all department chairs, the Director of Ryan Library, and the members of the Provost's Council. The Director of the Center for Teaching and Learning, the Director of the Wesleyan Center, and the Director of Institutional Research are all routinely invited as observers.
 - iii. The Provost conducts regular meetings of the Academic Council for purposes of information, coordination, and consultation.
2. Colleges, Schools, and Departments
 - a. Structure
 - i. A college is a collection of departments. Each college is directed by a College Dean who is appointed by the President upon recommendation of the Provost.
 - ii. Academic departments and schools serve as the home for ranked faculty members, except librarians; academic majors; curricular review and change; assessment of student outcomes; advising, registration, counsel, and support for students with declared majors; and a long-term point of contact for alumni.

- a) An academic department is an academic organizational unit that houses undergraduate degree programs. Each department is directed by a Department Chair who is appointed by the President upon recommendation of the Provost, after consultation with the members of the department and the College Dean.
 - b) A school is typically an academic organizational unit that houses both undergraduate and graduate degree programs. Each school is directed by a Dean who is appointed by the President upon recommendation of the Provost, after consultation with the members of the school.
 - c) An Academic Unit is either an academic department or school.
 - d) Department Chairs and School Deans are collectively referred to as Academic Unit Leaders.
 - e) School Deans and College Deans are collectively referred to as Deans.
 - f) All Teaching Faculty members except librarians are housed within an Academic Unit.
 - g) A faculty member with a split appointment in more than one Academic Unit will report to both Academic Unit Leaders.
- iii. Department Chairs
- a) Normally, Department Chair appointments are for a three-year term. An Academic Unit Leader is not prohibited from serving more than one term.
 - b) A faculty member serving as a Department Chair receives course load credit for the administrative duties (III.C.4.c.iii.c).
 - c) With respect to their administrative duties, Department Chairs report to the College Dean responsible for the College to which the Department belongs.
 - d) Department Chairs serve as members of the Academic Council.
 - e) For the purposes of this *Faculty Handbook*, faculty members in the School of Education should consider the Associate Dean as the equivalent to a department chair and the Dean of the School of Education as equivalent to a College Dean.
 - f) For the purposes of this *Faculty Handbook*, faculty members who are librarians should consider the Director of Ryan Library as equivalent to a department chair, and the Vice Provost for Academic Administration as equivalent to a College Dean.
- iv. An academic program is a set of courses and other requirements which students must successfully complete to obtain a specific degree, credential or certificate, as indicated in the university catalogs. All academic programs are housed in colleges, schools or academic departments.
- b. Organization
- i. The Provost determines the organization of colleges, schools, and departments.
 - ii. Point Loma Nazarene University has three colleges and four schools that report directly to the Provost.
 - a) College of Arts and Humanities
 - 1) Department of Art and Design
 - 2) Department of Communication and Theatre
 - 3) Department of History and Political Science
 - 4) Department of Literature, Journalism, and Modern Languages
 - 5) Department of Music
 - b) College of Natural and Social Sciences
 - 1) Department of Biology
 - 2) Department of Chemistry
 - 3) Department of Family and Consumer Sciences
 - 4) Department of Kinesiology
 - 5) Department of Mathematical, Information, and Computer Sciences
 - 6) Department of Physics and Engineering

- 7) Department of Psychology
 - 8) Department of Sociology and Social Work
 - c) College of Extended Learning
 - d) Fermanian School of Business
 - e) School of Education
 - f) School of Nursing
 - g) School of Theology and Christian Ministry (which maintains a formal connection with the College of Arts and Humanities).
3. Academic Service and Support Areas
- a. Academic service and support areas are those areas within the Academic Affairs unit of the University that are not directly involved in delivery of credit-bearing instruction.
 - b. Ryan Library
 - i. The Ryan Library serves as home for librarians.
 - ii. The Director of Ryan Library is appointed by the President upon recommendation of the Provost, after consultation with the librarians and the Vice Provost for Academic Administration.
 - c. The Office of Institutional Effectiveness and Institutional Research supports Academic Units in the program review process by providing access to institutional data and assisting in assessment efforts.
 - d. The Office of Global Studies supports Academic Units by vetting academically-based international programs and advising students on programs that fit into their academic plan.
 - e. Centers
 - i. A center is a service and support area established by the University to reflect its values and emphases. There are two types of centers: university centers and academic centers.
 - ii. A university center is a center that is not housed within a school or an academic department.
 - a) A university center has clearly stated goals and programmatic initiatives in support of the broad mission of the University.
 - b) Initial recognition as a university center requires action by the President.
 - c) The director of a university center is appointed by a dean or a member of the Administrative Cabinet and reports directly to that position.
 - d) Substantive changes in goals or major initiatives, as well as budgetary, space, or staffing requests must be approved by the administrator to whom the director of the center reports and the Administrative Cabinet.
 - iii. An academic center is a center that is housed within an Academic Unit.
 - a) An academic center has a specialized, narrow programmatic focus that specifically supports and enhances the academic program of the University. It must have a clearly stated set of goals in support of either the curriculum or the scholarly agenda of the University.
 - b) Initial recognition as an academic center requires the following steps:
 - 1) recommendation and recognition by the Academic Unit;
 - 2) approval by the Provost's Council;
 - 3) approval by the Academic Policies Committee; and
 - 4) approval by the Faculty
 - c) The director of an academic center is normally a ranked faculty member from the Academic Unit in which the center is housed.
 - d) Academic centers with an interdisciplinary focus are usually housed in a single Academic Unit.

- iv. University support for centers.
 - a) The University provides physical space and a minimal level of support for each center housed within Academic Affairs, with the expectation that the center will seek external funding to expand programming. Substantive changes in goals or major initiatives, as well as budgetary, space, or staffing requests must be approved, if applicable, by the Academic Unit, and the Provost's Council.
 - b) University Centers within Academic Affairs and Academic Centers exist under a five-year renewable agreement. The center will submit annual reports to the Provost's Council. At the end of the fourth year, the Provost's Council will conduct a review of the center and will determine whether to recommend renewal of the agreement to the President.
- v. Current Centers
 - a) University Centers within the Office of the President
 - 1) Center for Pastoral Leadership
 - b) University Centers within Academic Affairs
 - 1) Center for Justice and Reconciliation
 - 2) Center for Teaching and Learning
 - 3) Margaret Stevenson Women's Studies Center
 - 4) Wesleyan Center for 21st Century Studies
 - c) Academic Centers
 - 1) Center for International Development (Fermanian School of Business)
 - 2) Early Childhood Learning Center (Department of Family and Consumer Sciences)
 - 3) Fermanian Economic and Business Institute (Fermanian School of Business)
 - 4) Health Promotion Center (School of Nursing)
 - 5) Institute for Politics and Public Service (Department of History and Political Science)
- 4. Chief Academic Marshal
 - i. There is a policy pertaining to the symbolic leader of all formal academic convocations. (Appendix-II.B.4)

C. Faculty

1. Faculty Constitution

Preamble

The faculty of Point Loma Nazarene University, desiring to declare their common and mutual cooperation in promoting the founding purposes of the University and its moral and historic values of mind and spirit, to inscribe and promote professional expectations and responsibilities, and to provide the structure and mechanisms by which the faculty is to organize and carry out its institutional powers, duties, and responsibilities, do agree to the following:

Article I: The Faculty

Members of the faculty are those persons holding the rank of professor, associate professor, assistant professor, or instructor.

Article II: Purposes

The purposes of the faculty shall be:

- a. To engage in teaching, maintain proficiency in instruction, and participate in curricular design and implementation.
- b. To be a voice for the academic community.

- c. To ascertain, consider, evaluate, and act upon jurisdictional issues (Article IV), questions, cases, matters, proposals, plans, and actions concerning the faculty.
- d. To initiate, to elect members to, and to determine responsibilities of committees of the faculty.
- e. To initiate proposals for constructive change within its jurisdiction.
- f. To concern itself with, and to contribute to, the development of a University based upon excellence in all respects.
- g. To support and creatively advance policies of sound education, fair and just administration, prudent fiscal management, and Christian growth.
- h. To foster, encourage, and facilitate communication within the University community.

Article III: Relationships of Authority

- a. Point Loma Nazarene University is an institution of the Church of the Nazarene. The final authority for determining the nature, structure, and policies of the University resides in the Board of Trustees. The President of the University is the chief administrative officer of the University and the presiding officer of the faculty. The Provost is the chief academic officer.
- b. The faculty has primary responsibility for such fundamental areas as curriculum, subject matter of courses, method of instruction, research, and certain aspects of student life that relate to the educational process.
- c. The faculty as a whole exercises those responsibilities which are included under its University-wide jurisdiction (Article IV), and the faculties of the various academic departments/schools exercise those responsibilities which are included under their departmental jurisdictions.

Article IV: Jurisdiction

- a. The faculty as a whole acts to develop and modify as needed:
 - i. University curriculum, including course offerings, new courses, requirements for majors, general studies, professional preparation, credentials, certificates, and graduation requirements.
 - ii. Procedures regarding academic advising.
 - iii. Grading system and standards for evaluation of student performance.
- b. The faculty as a whole approves all candidates for academic and professional degrees.
- c. The faculty through its committees:
 - i. Acts on admission requests, disqualifications, and appeals from students arising from academic suspension or dismissal.
 - ii. Acts on requests from undergraduate and graduate students for variances from standard academic policies.
 - iii. Acts on requests for admission to designated programs such as the Teacher Education program and graduate programs in Education, Religion, and Business.
- d. The faculty as individuals have jurisdiction, consistent with institutional policy, over:
 - i. Advising students assigned to them on their academic programs.
 - ii. Selection of required course materials.
 - iii. Establishing appropriate examination sequences for each course, constructing the exams, and insuring honesty in the taking of the exams.
 - iv. The assignment of grades for each student officially enrolled in his/her class.
- e. The faculty as professionals provide advice and make recommendations through departments/schools and the standing committee structure on:
 - i. Academic calendar.
 - ii. Campus religious and social life.
 - iii. Faculty rank, promotion, and tenure.
 - iv. Professional development programs.

- v. Salaries, salary policies, and benefits.
- vi. Departmental budgets, programs, personnel, and policies.
- vii. Library and learning resource policies and budgets.
- viii. Admissions and retention policies.

Article V: Meetings of the Faculty

- a. Regular meeting times of the faculty shall be established by the voting members of the faculty. Additional meetings or postponement of meetings may be determined by the Agenda Committee.
- b. Special meetings of the faculty may be called at the discretion of the President.
- c. Attendance and voting privileges shall be extended to all members of the faculty and to professionals with faculty franchise.
- d. Within the context of Article III, item #a, the Provost shall preside at regular meetings of the faculty. In the absence of the Provost, a chair pro tempore shall be appointed by the President. Likewise, the chair of the Faculty Council shall preside when items referred by the Faculty Council are under consideration.
- e. The agenda for regular meetings of the faculty shall be determined by the Agenda Committee and shall be mailed to those with voting privileges not less than three days in advance of the meeting.
- f. A quorum of 50% of the voting members shall be required to conduct business.
- g. Action shall be by a majority of those voting at a meeting at which a quorum is present.
- h. Meetings of the faculty shall be governed by the rules contained in the most recent edition of *Robert's Rules of Order*, Newly Revised.

Article VI: Officers of the Faculty Meetings

- a. There shall be four officers of the faculty: the President, Provost and Chair of the Faculty Council, all of whom may serve as chair of Faculty Meetings under the conditions described in Article V, item #d, and the Secretary.
- b. All officers shall retain their voting privileges.
- c. A Secretary shall be elected for the following academic year during the preceding spring semester.
- d. A Parliamentarian shall be appointed by the Provost annually.

Article VII: Faculty Council

- a. The faculty shall annually elect a Faculty Council, and its Chair and Vice Chair.
- b. The primary functions of the Council are to ascertain the concerns of the faculty and to develop programs of improvement at the direction of the faculty. The Council serves as an informational body, to which any faculty member may bring issues of interest. The Council formulates recommendations or brings issues of interest to the faculty meetings for discussion and appropriate action. The Council reflects, when necessary, general faculty opinion on behalf of the faculty on such issues as faculty compensation, evaluation, social activities, and spiritual vitality. The Council also acts on behalf of the faculty in communicating matters of faculty concern to the Board of Trustees through its representative to the Board.
- c. The chair of the Faculty Council shall preside in the faculty meetings when matters under consideration are being referred to the faculty from the Council.
- d. The chair of the Faculty Council shall function ex officio as one of the faculty representatives to the Board of Trustees.

Article VIII: Agenda Committee

- a. The Agenda Committee shall consist of the President of the University, the Provost, the chair of the Faculty Council, and the Secretary of the Faculty.

- b. The Agenda Committee shall be responsible for establishing and approving the order of business for each regular faculty meeting.
- c. The Secretary of the Faculty shall send announcements of regular meetings and an agenda in advance of the meetings to each faculty member.

Article IX: Committees

- a. The committee structure shall be designed to expedite the ongoing business of the University, delegate responsibility and obtain the maximum involvement of the faculty in the total program, communicate policy and procedures to all, and secure the best counsel in all interests and projects of the institution.
- b. There shall be two distinct types of standing committee assignments:
 - i. Faculty committees reporting to the faculty or a body thereof. These committees are described in the document "Standing Committees of the Faculty."
 - ii. Institutional committees reporting to the Administrative Cabinet or an individual administrator. Administrative committees are outside the jurisdiction of the faculty.
- c. For issues that arise which are not appropriate for consideration by an existing committee, an ad hoc committee may be created by the President, the Provost, the administration, the Faculty Council, the faculty, or committees thereof.
- d. Fundamentally, the functions of committees are delegated responsibility. All actions taken as policy making/recommending are to be reported back to the faculty for final action unless otherwise indicated by the delegation of responsibility. Those groups indicated within the organization as councils are advisory and shall report back to the individual administrator or body specified by their title.
- e. Except when the membership of a faculty committee is indicated as ex officio or by appointment, committee vacancies shall be filled by annual vote of the faculty, in accordance with the prescribed composition of each committee.

Article X: Faculty-Institution Legal Relationships

Legal matters pertaining to relations between individual faculty members and the institution, such as Terms and Conditions of Contract, Grievance Procedures, Promotion and Tenure, and Sabbaticals and Leaves, are specified in appropriate sections of the *Faculty Handbook*.

Article XI: Amendment

Amendments to the Constitution shall become effective when approved by a two-thirds vote of the faculty voting at a meeting announced for this purpose two weeks in advance and by the Board of Trustees.

Article XII: Bylaws

Bylaws may be adopted to implement, not amend, this Constitution. Bylaws may be proposed by any faculty member. To be considered, proposed bylaws must be submitted in writing to the Faculty Council or the Provost. The secretary of the Faculty shall circulate the proposed bylaws in writing to all voting members of the faculty at least thirty days prior to the time of consideration. Such bylaws become effective when approved by a two-thirds majority of the faculty voting.

Article XIII: Adoption

This Constitution shall be adopted upon affirmative vote of a majority of the faculty of the University at a meeting announced for this purpose two weeks in advance, and the approval of the Board of the Trustees.

2. Faculty Meetings

a. Chair

- i. By designation of the President, the Provost presides at regularly scheduled Faculty meetings. In the absence of the Provost, the President or designee will preside.
- ii. When matters under consideration are being referred to the Faculty from the Faculty Council, the Chair of the Faculty Council presides.
- iii. The President presides at Special Faculty meetings.

b. Secretary

- i. The Secretary of the Faculty is elected for a three-year term.
- ii. The duties of the Secretary of the Faculty include:
 - a) keeping accurate records of all Faculty meetings including a record of attendance;
 - b) distributing minutes of all meetings to all members of the Faculty;
 - c) distributing announcements and agenda of upcoming Faculty meetings to members of the Faculty;
 - d) serving on the Agenda Committee; and
 - e) notifying committee chairs in writing of Faculty actions which involve that committee.
- c. The Provost annually appoints a Parliamentarian who is advisory to the presiding chair.
- d. Faculty meetings are held regularly each month during the fall and spring semesters. The schedule is published in the annual academic administration calendar.
- e. Special meetings of the Faculty may be called by the President at any time. No agenda is required for a special meeting. The President, or the President's designee, chairs a special meeting.
- f. A non-voting student representative selected by the current Associated Student Body officers is authorized to be present at all Faculty meetings.
- g. Persons with voice and vote in Faculty meetings may invite guests (including resource persons) on a meeting-by-meeting basis, provided the host is identified and the guests are introduced at the beginning of the meeting. Such guests may have the right to the floor at the discretion of the chair of the meeting, but not the privilege of voting.

3. Committees

- a. The Point Loma Nazarene University commitment to broad-based participation in decision making is clearly evidenced in the committee structure of the University.
- b. Standing committees are policy-recommending bodies. Task Forces are policy-recommending bodies of one to three years duration. Councils are advisory bodies.
- c. List of Committees and Councils
There is a list of committees and Councils in the Appendices (Appendix-II.C.3.c).
- d. Eligibility for Committee Service
 - i. Ballots for election of faculty members to committees shall include only full-time Teaching Faculty members.
 - ii. Appointments to committees may include any Teaching Faculty members or Administrative Faculty members.
- e. Committee Elections and Formation
There is a policy in place to give committee descriptions, membership, elections, and appointments (Appendix-II.C.3.e).
- f. Organization of Committees
 - i. New committee memberships and offices take effect on the Monday after Commencement each year. New task force memberships begin following approval of the creation of the task force by the Faculty or Administrative Cabinet. The chair shall serve for the duration of the task force.
 - ii. Minutes of all committees are to be filed regularly with the Secretary of the Faculty.
 - iii. The chairs shall be responsible for filing full sets of minutes and other records in the

- University Archives.
- iv. The essential records of each committee shall be passed on to the newly elected chair before July 1 of each year.
 - v. There is a policy in place for meeting schedules, student representatives, and appointed chairs (Appendix-II.C.3.f.v).
 - g. Creation of Task Forces
There is a policy in place for the Creation of Task Forces (Appendix-II.C.3.g).
 - h. Major Modification of the Committee Structure
There is a policy in place for Major Modifications of the Committee Structure (Appendix-II.C.3.h).
4. Faculty Council
- a. Structure and Function
 - i. The Faculty Council consists of Chair, Vice Chair, recording Secretary, and two members-at-large.
 - ii. The primary function of the Faculty Council is to ascertain the concerns of the Faculty and to implement programs of improvement at the direction of the Faculty. To accomplish this, the Faculty Council:
 - a) serves as an informational body to which any faculty member may raise issues of interest that can be considered by the Faculty;
 - b) may formulate recommendations or concerns of the Faculty and present these at Faculty meetings for discussions or appropriate action;
 - c) accepts referrals from the Faculty for further consideration;
 - d) serves, when feasible, as a liaison council among the Faculty, the administration, and the Board of Trustees; and
 - e) reflects, when necessary, public opinion on behalf of the Faculty.
 - iii. Specifically, the Faculty Council concerns itself with all matters of Faculty welfare, including compensation, faculty members' evaluation, social activities, and spiritual vitality.
 - b. Elections
There is a policy in place for the elections of Faculty Council members (Appendix-II.C.4.b).
 - c. Relationship to Other Entities
 - i. The Faculty Council interrelates with the Planning Council, the Agenda Committee and the Board of Trustees.
 - a) All Faculty Council members serve on the Planning Council.
 - b) The Faculty Council Chair serves on the Agenda Committee.
 - c) The Faculty Council Chair serves as a representative of the Faculty to the Board of Trustees.
5. Responsibilities of the Faculty
- a. University Curriculum
 - i. Curriculum Responsibilities (**BOT**)
The primary responsibility for overseeing the content, quality and effectiveness of the curriculum lies with the Faculty members. Content includes elements of breadth, depth, currency and relevance to the degree program. Quality includes alignment of content and learning outcomes with appropriate disciplinary and/or guild standards as well as the utilization of appropriate pedagogies that promote student engagement and learning. Effectiveness includes regular assessment of student learning to determine if teaching methods and practices are helping students to achieve the learning outcomes expected from a high quality educational experience.
 - a) Teaching location and modes of delivery are not under the purview of the Faculty responsibilities for curricular content, quality and effectiveness.

- b) The President is given primary authority for the financial and administrative implications of academic and curricular programming. Decisions regarding teaching locations and mode of delivery are delegated by the Board of Trustees to the President. The President and administration will work with the Faculty to ensure the curricular quality and financial viability of the academic programming.
- ii. Curriculum Changes
 - a) Curriculum changes, including the addition or revision of courses, may be proposed to the appropriate Academic Unit Leader by any faculty member of the Academic Unit.
 - b) Such proposals are then considered by the faculty members of the Academic Unit.
 - c) If the Academic Unit approves, the proposal is discussed with the Dean and is presented by the Academic Unit Leader to the Academic Policies Committee or the Graduate and Extended Studies Committee for consideration.
 - d) Upon adoption or recommendation by the appropriate committee, the proposal is handled according to the procedures of the Faculty.
- iii. Deletion of Unused Courses
 - a) Courses which have not been offered for four consecutive academic years are considered to be in disuse and will be deleted from the appropriate university catalog by the Academic Policies Committee or the Graduate and Extended Studies Committee.
 - b) The courses may be reinstated by the process followed for any other new course addition.
- iv. University Catalogs
 - a) The university catalogs are the official contract between the University and the student. They must be adhered to carefully in all phases of University work.
 - b) Curricular revisions and academic regulations of the Faculty must be voted through the Faculty by established procedures in order to be listed in the university catalogs.
 - c) Curricular and regulatory changes may be instituted as soon as adopted, but new programs may only be offered once the new catalog is published. Students may elect to graduate under the degree requirements of the university catalog of their most recent entry to the University or the current university catalog.
 - d) Two university catalogs are published annually, an *Undergraduate Catalog* and a *Graduate and Professional Studies Catalog*, with a spring supplement published for the graduate and professional studies programs.
 - e) The Vice Provost for Academic Administration is responsible for publishing the university catalogs and serves as their editor.
- v. Academic Program Review
 - a) An academic program review is a cyclical process for evaluating and continuously enhancing the quality and currency of academic programs, as defined in (II.B.2.a.iv), and academic centers, as defined in (II.B.3.e).
 - 1) The academic program review is a means of ensuring alignment of programs to the mission of the university, as well as measuring its quality through the collection of evidence of student learning and benchmarking against guild standards and/or comparable programs at other institutions.
 - 2) The goal of the academic program review process is to provide a systematic opportunity to strengthen and provide meaningful information to programs and the university to ensure quality learning experiences for their students.
 - 3) The academic program review is the formal process through which Academic Units link program assessment with the allocation of University resources and strategic plans.
 - b) The responsibility for conducting an academic program review ultimately falls to the

faculty members of the Academic Unit.

- 1) The review is a joint venture of all members of the Academic Unit under the guidance of the Dean. The program review is intended to be a one-year process, repeated on a six-year cycle.
 - 2) In addition to the Academic Unit and the Dean, the Office of Institutional Effectiveness has a shared responsibility for providing data and resources necessary to conduct the program review.
 - 3) The Academic Unit conducting the program review will maintain a record of all documentation, survey results, meeting minutes, assessment plans, and other supporting documents pertaining to the program review. These materials should be maintained in its office and be easily accessed by academic leadership.
 - 4) The Office of Institutional Effectiveness will retain evidence that the Academic Unit collects related to ongoing assessment of student learning outcomes, including a representative sample of student work products, rubric, evaluative instruments, and current assessment reports.
- c) Each academic program normally undergoes a program review once every six (6) years.
- 1) Generally, an Academic Unit will conduct a simultaneous program review of all of the programs and centers housed therein.
 - 2) The Program Assessment and Review Committee will create and maintain a list of the academic years that each department and school will complete its program reviews.
 - 3) An Academic Unit may request to stagger the completion of its program reviews if it has multiple programs and/or centers. Such requests are made to the Program Assessment and Review Committee by the Dean overseeing the Academic Unit.
 - 4) An Academic Unit may request to alter its six-year cycle if a program review needs to coincide with a specialized accreditation review. Such requests are made to the Program Assessment and Review Committee by the Dean overseeing the Academic Unit. In no case will a program review cycle be more than eight (8) or fewer than four (4) years.
 - 5) The Program Assessment and Review Committee may require an interim report regarding a program if it determines as part of the program review process there are concerns regarding the quality or effectiveness of the program.
- d) Academic units will document assessment findings in the interim years within the program review cycle. The findings for each of their programs and centers will be annually submitted to the Office of Institutional Effectiveness.
- e) An ongoing review of the core curriculum is the responsibility of the General Education Committee. However, the Academic Unit will include its General Education courses in its program review in order to provide the GE Committee with the necessary information to aid this process.
- f) All faculty members are expected to be actively engaged in the annual assessment of student learning outcomes as defined in their Academic Unit's multi-year plan, as filed with the Office of Institutional Effectiveness.
- vi. Directed and Independent Studies
- a) Directed and independent studies are courses for which a student is not able to register in the normal process and for which a faculty member has agreed to supervise the instruction and evaluation. Offering courses in this manner is not encouraged and participation in these courses should be the exception rather than the rule. They are offered at the discretion of the faculty member.
 - b) Directed and independent studies courses must satisfy the following procedures.
 - 1) Faculty members' requests to offer directed or independent studies courses must

- be approved by the Academic Unit Leader and the Dean.
- 2) A standardized Request for Directed or Independent Study Form, available online, must be used in all departments and schools.
 - 3) In addition to regular tuition, students will be charged the approved per-unit rate for directed or independent studies. Any fees for such studies necessitated by University error and unforeseen changes in a curriculum will not be charged to the student.
 - 4) Faculty members may supervise a maximum of two (2) directed or independent studies courses in any one semester and work with a maximum of five total students.
 - 5) A complete course syllabus, including assignments and grading procedures, must be approved by and on file with the Academic Unit Leader. Copies of this material also must be sent to the Dean.
 - 6) The student(s) and faculty members will meet a minimum of five hours per semester for each unit of credit in the course.
 - 7) The faculty members will receive the approved per-unit pay rate for directed or independent studies courses.
 - 8) All directed or independent studies load credit will be awarded as overload pay and not included in the faculty member's annual course load.
- b. Evaluation of Academic Achievement
- i. Examinations
 - a) Proper practices must be followed in preparing and administering examinations. Tests should be given frequently enough so that faculty members maintain an adequate record of each student's progress throughout the semester. This is especially important in courses at freshman and sophomore levels.
 - b) Final examinations should be of such comprehensiveness and difficulty as to utilize the 150 minutes provided for the purpose. They should cover the entire semester's work, not just the final course segment. In general, these examinations should be weighted at from one-fourth to one-third of the total requirement of the course. In no case should a final examination in an undergraduate course be omitted without specific permission from the Dean. No deviation from the published schedule of final examinations is permitted without permission in advance from the Dean.
 - c) Policies are in place to deal with an excessive number of final examinations on a single day and for make-up examinations. (Appendix-II.C.5.b)
 - ii. Grading Standards

There are policies in place for grading standards (Appendix-II.C.5.b.ii)
 - iii. Incomplete Grades

There are policies in place for grading standards (Appendix-II.C.5.b.iii)
 - iv. In Progress Grades

There are policies in place for grading standards (Appendix-II.C.5.b.iv)
 - v. Reporting Grades

There are policies in place for grading standards (Appendix-II.C.5.b.v)
 - vi. Posting Grades

There are policies in place for grading standards (Appendix-II.C.5.b.vi)

- vii. Grade Appeal Policy
 - a) It is the responsibility of the faculty member to evaluate student performance and assign grades, and it is only on very rare occasions that a course grade can be appealed by the student. Those incidents would be occasions when the student perceives that syllabus was not followed or when there is evidence that the grading was done in a capricious or arbitrary manner. The appeal policy does not include student dissatisfaction with a grade based on the faculty member's professional judgment.
 - a) A Course Grade Appeal Form is available online. Upon resolution of the appeal, the Form must be filed along with the proper signatures with the Vice Provost of Academic Administration.
 - b) The appeal process involves four steps. The process is considered complete at each step, unless one of the parties chooses to initiate the next step.
 - 1) It is the responsibility of the student to express concern over a course grade first to the faculty member teaching the course.
 - 2) Should the faculty member and the student not reach agreement on the grade, the student is to write up the grade concern and submit it to the Academic Unit Leader. It is the student's responsibility to make the case that the grading was not in conformity with the syllabus or was done in a capricious and arbitrary manner. It is the faculty member's responsibility to provide a copy of the relevant grades, a syllabus, and a description of how the course grade was computed. The Academic Unit Leader will meet with the student and the faculty member in an attempt to settle the dispute. In the event that the concern is in a class with the Academic Unit Leader as instructor, this step is omitted.
 - 3) If step two does not resolve the dispute, the student may appeal to the Dean responsible for the department in which the course is offered. All documentation will be forwarded by the Academic Unit Leader to the Dean. The Dean will discuss the dispute with the student, the Academic Unit Leader, and the faculty member and make a recommendation as to a resolution.
 - 4) If either the student or the faculty member does not agree with the recommendation of the Dean, the Dean will forward the matter to the Vice Provost for Academic Affairs who will involve the Academic Policies Committee or the Graduate and Extended Studies Committee as is appropriate. The matter will be thoroughly reviewed and the Vice Provost for Academic Affairs will make the decision known to the student, the faculty member, and the Dean. This decision is final. In the rare event that the decision is to recommend a grade change, and the faculty member rejects that recommendation, the Provost will have the grade changed to reflect the recommendation.
- c. Approval of Degrees
 - i. Baccalaureate and Master's degrees are granted on the basis of the criteria listed in the university catalogs. Degrees may be granted as of the date of the closing of any regular semester or the final summer session.
 - ii. Posthumous Degrees
 - a) Under certain circumstances, the University may grant an academic degree posthumously. This action originates in the Office of the President by written request of the family or the Academic Unit. The President may grant this special request if conditions are met.
 - b) Generally, the following conditions must be met for posthumous undergraduate degrees: senior status (minimum of 89 units earned); minimum of one academic year in residence; in good standing (academic, financial, and disciplinary); and final approval of the President, in consultation with the Provost.

- c) Generally, the following conditions must be met for posthumous graduate degrees: approval of the Graduate and Extended Studies Committee; in good standing (academic and financial); and final approval of the President, in consultation with the Provost.
 - iii. Honorary Degrees (BOT)
 - a) The Board of Trustees Committee on Honorary Degrees is a special committee and shall be composed of the President, three members of the Faculty appointed by the President, and three members of the Board of Trustees elected by the Trustee Council, one of whom will be the Chair of the Board of Trustees.
 - b) The Committee will consider only candidates whose names have been presented with supportive material in writing by or to the President.
 - c) The number of honorary degrees will not normally exceed three in any two-year period.
 - d) The Committee will make its recommendations directly to the Board of Trustees for approval.
 - d. Underachieving Students
There is a policy pertaining to underachieving students (Appendix-II.C.5.d).

III. Contractual Faculty Personnel Policies

A. Preamble (BOT)

This section on “Contractual Faculty Personnel Policies” is a part of the contract of employment of every person with faculty appointment, unless explicitly noted. All faculty members shall be familiar with and abide by the policies and procedures of this section as a condition of their employment with the University.

B. Academic Freedom

1. Point Loma Nazarene University has a long and cherished history of responsible academic freedom. The first formal adoption of an Academic Freedom Statement occurred in 1958. The principles of academic freedom which follow are applicable to all faculty members at the University. They are based on the conviction that a faculty member is the servant and minister of truth and, therefore, has the freedom to pursue the search for truth and its exposition. The intellectual growth of both faculty members and students is dependent upon this freedom.
2. Freedom to speak and act responsibly is the right of all members of the academic community.
 - a. **As a teacher**, the instructor is free to teach and discuss in his/her classes any aspect of the subject being taught.
 - b. **As a scholar**, the instructor is free to carry on research and to publish the results.
 - c. **As a faculty member**, the instructor is free to speak as an authority in his/her own field of study.
 - d. **As a citizen**, the instructor is free to speak in his/her capacity as a citizen without institutional censorship or discipline.
3. Freedom in any context carries with it corollary responsibilities. Responsible behavior is vital to the maintenance of academic freedom in the collegiate community. There is no true academic freedom without academic responsibility. The acceptance of responsibility is also an acceptance of the right of the Board of Trustees to insist that the religious and educational objectives of the University be carried out.
 - a. **As a teacher**, the instructor has a responsibility to exercise discretion and good judgment in the presentation and discussion of course material.
 - b. **As a scholar**, the instructor has a responsibility to give full attention to the adequate performance of his/her primary academic duties.
 - c. **As a faculty member**, the instructor has a responsibility to avoid introducing into his/her teaching controversial matters that are unrelated to the subject.
 - d. **As a citizen**, the instructor has a responsibility to convey that opinions are one’s own and not those of the University and to recognize that, as a member of an academic community, the public may judge his/her profession and institution by those utterances.
4. It is recognized that as a faculty member of Point Loma Nazarene University, a University with a strong denominational affiliation, the faculty member accepts the responsibility not to inveigh against the doctrines, core values and ethical standards of the Church of the Nazarene indicated in the Community Life Covenant as affirmed by the Board of Trustees of Point Loma Nazarene University. This responsibility is reaffirmed with the acceptance of each annual contract.
5. Finally, Point Loma Nazarene University is an academic community that encourages open and responsible discussion to foster intellectual and moral growth and to seek truth.

C. Definitions of Faculty Members

1. Ranked Faculty Members
 - a. The following academic ranks are approved by the University: Instructor, Assistant Professor, Associate Professor, and Professor.

- b. All full-time faculty members, librarians, and visiting faculty members are ranked. Only these categories are ranked.
2. Hiring Tracks for Long-Term Faculty Members
- a. **Full-time Tenure-Track** appointments are faculty member positions that will be filled with nationwide searches except in those fields where there are a wealth of excellent candidates within the immediate vicinity. Faculty members who are offered such appointments and accept will have the terminal degree in hand prior to the first day of their contract.
 - i. In this appointment, the teaching load is 24 units per year for those on two-semester contracts and 27 units per year for those on three-semester contracts. Teaching typically represents 75% of a full-time load (see III.C.4).
 - ii. Rigorous Peer Reviewed Scholarship is required, with a research load being three units per year (see III.C.4).
 - iii. There is an expectation of service at the Academic Unit level with the load being three units per year (see III.C.4).
 - iv. There is an expectation of significant service at the institutional level over the course of the career, with an Academic Unit service load being two units per year (see III.C.4).
 - v. In exceptional cases, following a national search, it may be in the best interest of the university to hire someone who does not yet have a terminal degree. The faculty members so engaged will agree in writing to complete the terminal degree within four years* from the first day of their contract. All such contracts will be one-year, non-Tenure-Track contracts with a 24 unit teaching load per year (or 27 units for three-semester contracts). When the terminal degree is completed, a review may be conducted of the faculty members' evaluations (Student, Peer, and Self-Academic Unit Leader Evaluations). If faculty members are doing reasonably well in their evaluations (based on the tenure rubrics), they may be offered a Tenure-Track position.
 - * In Professional Schools, an additional 1-2 year extension may be granted by the Provost at the time of hire.
 - b. **Full-Time Multi-Year-Track** appointments are faculty member positions that will be filled by faculty members who decide not to seek tenure. This decision is made prior to the end of the third year of their tenure clock, with mutual agreement from the department and Provost. The nationwide searches, the terminal degree in hand requirements, Academic Unit service, and institutional service requirements are the same as Tenure Track appointments in paragraph (III.C.2.a) above.
 - i. In this appointment, the teaching load is 24 units per year for those on two-semester contracts and 27 units per year for those on three-semester contracts. Teaching typically represents 75% of a full-time load (see III.C.4).
 - ii. The research load is three units per year (see III.C.4) at the level of Post Tenure Review (III.F.11.b.i). Up to three units of this load may be exchanged for additional teaching units or for other load that is beneficial to the institution that is assigned with the mutual consent of the faculty member, the Academic Unit Leader, the Dean, and the Provost.
 - iii. Faculty members may choose to forego institutional service requirements by adding an additional 2 teaching units to their load (see III.C.4). If they so choose, the following applies:
 - a) There is no expectation of significant committee leadership at the institutional level.
 - b) Faculty members will not have to chair an institutional committee or lead a WSCUC (WASC) committee or write a section of an assessment report.
 - c) Faculty members would choose each year whether or not to participate in Faculty governance by voting at Faculty meetings.
 - iv. The ability to focus more thoroughly on students in advising, in the classroom, in the lab, in internships, and in student research is a major draw for these faculty members.

- c. **Full-Time Professional Practice-Track and Teaching Practice-Track** appointments are intended for the relatively few teaching faculty positions where clinical or professional expertise is preferable to holding a terminal degree. Teaching, research, and service load units are assigned in the same manner as for the Multi-Year-Tracks above (II.C.2.b). There is no summative review for the two Practice-Track appointments and contracts are for one year at a time unless otherwise noted.
 - d. **Part-Time Non-Tenure-Track** appointments are faculty member positions whose FTE status is at least 50%. There is no summative review for these appointments and contracts are for one year at a time unless otherwise noted.
3. Faculty Member Appointments
- a. Teaching Faculty Members
 - i. Teaching Faculty members are defined as those full-time faculty members for whom more than 37.5% of their total load is in teaching or teaching equivalencies-and all librarians. Teaching equivalencies include any and all of the following:
 - a) up to eight (8) units for duties as Academic Unit Leader;
 - b) assigned units for advising pre-professional programs;
 - c) assigned units for coordinating internship programs;
 - d) up to eight (8) units for directing degree-granting programs;
 - e) sabbaticals and other approved leaves of absence; and
 - f) other limited exceptions as approved by both the Rank and Tenure Committee and the Provost.
 - ii. All full-time faculty members are ranked and are considered faculty members according to the Faculty Constitution, with all of the rights and responsibilities therein.
 - iii. Full-time faculty members are employed by annual contracts.
 - iv. Full-time faculty members receive compensation according to the salary scale and are eligible for fringe benefits as described in the *Faculty Handbook*.
 - v. Full-time faculty members on two-semester contracts receive compensation for summer sessions and, in rare cases, overtime teaching based on the individual's rank and the rates established for that year.
 - vi. Change from Full-Time to Adjunct or Part-Time Non-Tenure-Track Appointment
 - a) Full-time faculty members may request a temporary assignment to an adjunct or part-time Non-Tenure-Track appointment for several reasons, including partial-load teaching beyond formal retirement, reduced load for research or advanced study, health reasons, or expanding professional activities.
 - b) Assignment to an adjunct or part-time Non-Tenure-Track appointment and reassignment to a full-time appointment requires the approval of the President, based upon recommendation by the Provost. Reassignment rights, if any, should be discussed and specified in writing prior to acceptance of an adjunct or part-time Non-Tenure-Track appointment.
 - c) Full-time faculty members moving to a temporary adjunct or part-time Non-Tenure-Track appointment may be expected to maintain their rank, even though working less than full-time. The faculty member's tenure status is not retained while serving as an adjunct or part-time Non-Tenure-Track faculty member, but is reinstated if and when faculty members return to full-time positions, except in the case of an Individualized Retirement Plan (III.I.2.b.iv.b).
 - b. Librarians
 - i. Librarians are defined as faculty members who hold an ALA-accredited degree in librarianship and who are hired to work as librarians.
 - ii. Librarians are ranked and are considered faculty members according to the Faculty Constitution, with all of the rights and responsibilities therein.
 - iii. Librarians are employed by annual contracts.

- iv. Librarians receive compensation according to the salary scale and are eligible for fringe benefits as described in the *Faculty Handbook*.
- c. Support Faculty Members
 - i. Full-time faculty members that are not Teaching Faculty members, who are not tenure-eligible, and who do not fit the criteria for Administrative Faculty members listed below (III.C.5) are called Support Faculty members.
- d. Part-time Non-Tenure Track Faculty Members
 - i. Part-time Non-Tenure-Track Teaching Faculty members are defined as those faculty members employed by the University to provide at least 50% of the FTE units of a typical full-time faculty member in their discipline in that Academic Unit in contractual services over the academic year.
 - ii. Part-time Non-Tenure-Track faculty members are employed by annual contracts.
 - iii. Part-time Non-Tenure-Track faculty members are paid by the FTE-unit.
 - iv. Part-time Non-Tenure-Track faculty members are eligible for fringe benefits on a prorated basis. Compensation for part-time Non-Tenure-Track faculty members assumes some Academic Unit service responsibilities, which will be put in writing for each individual position before a contract is offered.
 - v. Part-time Non-Tenure-Track faculty members may have voice at Academic Unit meetings at the discretion of the Academic Unit Leader.
 - vi. Part-time Non-Tenure-Track faculty members may vote at Academic Unit meetings at the discretion of the Academic Unit Leader.
 - vii. Upon approval by the Cabinet for each such position, Deans work with Academic Unit Leaders in the recruiting, selecting, and employing of part-time Non-Tenure-Track faculty members. Academic and personal qualifications for part-time Non-Tenure-Track faculty members are assumed to be comparable to those for full-time faculty members.
- e. Visiting Faculty Members
 - i. Visiting faculty members have rank and must meet all of the qualitative and quantitative criteria for initial rank appointment. Visiting faculty members are considered faculty members according to the Faculty Constitution, with all of the rights and responsibilities therein.
 - ii. Visiting faculty members are employed by annual contracts whose two-semester load is the same as in (III.C.4.b.i.c) or whose three-semester load is the same as in (III.C.4.b.ii.c).
- f. Adjunct Faculty Members
 - i. Adjunct faculty members are defined as those faculty members employed by the University in an Academic Unit to provide less than half of the FTE units of a typical full-time Teaching Practice or Professional Practice-Track faculty member in their discipline in that Academic Unit in contractual services over the academic year.
 - ii. In no case may an adjunct faculty member's load exceed 12 units in any single semester.
 - iii. Adjunct faculty members are normally employed using course by course contracts. Such contracts may be for a semester or a year and may be renewed on the basis of University need.
 - iv. Adjunct faculty members are normally paid by the FTE-unit. Adjunct faculty members are ineligible for fringe benefits other than Social Security, Medicare, and SDI. Compensation for adjunct faculty members assumes no department, school, or committee responsibilities, or other usual faculty members' duties other than those related to teaching.
 - v. Participation of adjunct faculty members in Academic Unit meetings is at the option of the Academic Unit Leader.

- vi. College Deans work with Department Chairs in the recruiting, selecting, and employing of adjunct faculty members. School Deans will do the same for Schools. Academic qualifications for adjunct faculty members are assumed to be adequate for the courses that they are teaching. Personal qualifications for adjunct faculty members are assumed to be comparable to those for full-time faculty members.
4. Faculty Load
- a. Teaching Faculty members' loads reflect that Point Loma Nazarene University is primarily a teaching, rather than a research university. To the extent possible, research and other forms of scholarly productivity are encouraged. Two-semester contracts for traditional undergraduate full-time faculty members' loads are measured using a thirty-two (32) unit full-time equivalency (FTE) scale. Three-semester contracts for non-traditional and graduate full-time faculty members' loads are measured using a thirty-six (36) unit FTE scale.
 - b. A year of service for full-time faculty is defined as teaching and teaching equivalencies for one academic year. This may be on a two-semester thirty-two (32) unit load basis or on a three-semester thirty-six (36) unit load basis. Summer teaching for two-semester contract faculty members, adjunct teaching, and leave-of-absence times, other than sabbaticals, do not count toward a year of service.
 - c. Load Unit distributions by Appointment Track
 - i. Two-semester full-time faculty members
 - a) Tenure-Track: the units by category are (24+3+2+3)
 - 1) 24 units of teaching and teaching equivalencies
 - 2) 3 units of Academic Unit service including, but not limited to, advising students, chapel, participation in Academic Unit meetings, committees, and projects
 - 3) 2 units of institutional service including, but not limited to, attending and voting at faculty meetings, making significant contributions on institutional committees, assessment activities, and also on WSCUC committees
 - 4) 3 units of Rigorous Peer Reviewed Scholarship/Equivalent Professional Pursuits
 - b) Multi-Year, Professional Practice, and Teaching Practice Tracks: (24+3+2+3)
The load units are the same as Tenure-Track except
 - 1) Up to three units of the Scholarship/Professional Pursuits load may be exchanged for additional teaching units or for other load that is beneficial to the institution that is assigned with the mutual consent of the faculty member, the Academic Unit Leader, the Dean, and the Provost.
 - 2) Faculty members may choose to forego institutional service requirements by adding an additional 2 teaching units to their load. If they so choose, the following applies:
 - i) There is no expectation of significant committee leadership at the institutional level.
 - ii) Faculty members will not have to chair an institutional committee or lead a WSCUC (WASC) committee or write a section of an assessment report.
 - iii) Faculty members would choose each year whether or not to participate in faculty governance by voting at faculty meetings.
 - c) Part-time Non-Tenure-Track faculty members
 - 1) The FTE percent of (28+4) units by category are:
 - i) 28 units of teaching and teaching equivalencies
 - ii) 4 units of Academic Unit service including, but not limited to, advising students, chapel, participation in Academic Unit meetings, committees, and projects
 - ii. Three-semester full-time faculty members
 - a) Tenure-Track: the units by category are (27+4+2+3)
 - 1) 27 units of teaching and teaching equivalencies

- 2) 4 units of Academic Unit service including, but not limited to, advising students, chapel, participation in Academic Unit meetings, committees, and projects
 - 3) 2 units of institutional service including, but not limited to, attending and voting at faculty meetings, making significant contributions on institutional committees, assessment activities, and also on WSCUC committees
 - 4) 3 units of Rigorous Peer Reviewed Scholarship/ Equivalent Professional Pursuits
 - b) Multi-Year, Professional Practice, and Teaching Practice Tracks: (27+4+2+3)
The load units are given in (III.C.4.b.ii.a.1&2) with the exceptions given in (III.C.4.b.i.b.1& 2).
 - c) Part-time Non-Tenure-Track: The FTE percent of (32+4) units by category are:
 - 1) 32 units of teaching and teaching equivalencies
 - 2) 4 units of Academic Unit service including, but not limited to, advising students, chapel, participation in Academic Unit meetings, committees, and projects
 - iii. Course load: in calculating course loads, the following guidelines are used:
 - a) Each 50-minute lecture period for a 15-week semester is weighted as one unit of course credit and one unit of course load credit.
 - b) No course load credit is allowed for directed study or independent study work except in certain honors programs where credit is permissible. In most cases these are paid a flat per unit rate based on a student fee and the work would be in addition to a faculty member's contracted load.
 - c) A faculty member serving as an Academic Unit Leader receives course load credit for the administrative duties as a portion of the Academic Unit release time budget.
 - iv. Experiences that fall outside of the standard experiences in (III.C.4.c.iii).
 - a) In determining course load, every effort is made to treat similar experiences equitably. For those experiences that fall outside of the standard experiences in (III.C.4.c.iii), the Dean considers the following criteria when determining course load:
 - 1) the number of student contact hours and extent of faculty member's preparation required;
 - 2) the number of student course credits generated;
 - 3) curricular requirements in effect, such as internships, practicums, and field experiences;
 - 4) standards required by accrediting agencies, professional organizations, and disciplinary bodies; and
 - 5) level of responsibility for organizing instructional activities.
 - b) In these circumstances, the Dean will consult with the Academic Unit Leader before recommending a course load to the Provost.
 - c) The Provost shall make a final determination on course load following consultation with the Academic Council.
 - v. Course Release
 - a) The Provost, in consultation with the Academic Council, the Academic Unit Leader, and the faculty member in question, may assign course release to a faculty member to perform administrative or other specified duties.
 - b) The Provost shall maintain a complete list of all assigned course releases and teaching equivalencies and review these with the Academic Council on an annual basis. This list shall include the reporting line for which the faculty member is receiving the course release.
 - c) Course releases do not relieve the faculty member from other responsibilities to the University, including advising, serving on committees, scholarship, and participating in departmental or school business.
5. Administrative Faculty Members

- a. The classification of Administrative Faculty member can be applied to an administrator:
 - i. when the administrator is initially appointed directly from a full-time faculty member position at Point Loma Nazarene University; or
 - ii. when the administrative office:
 - a) includes responsibilities for developing and implementing curricular policy and educational standards; and
 - b) is listed in (III.C.5.e.i).
- b. Administrative Faculty members have voice and vote at Faculty meetings. Other contractual obligations within the *Faculty Handbook* do not apply to Administrative Faculty members.
- c. Changes from Teaching Faculty Member to Administrative Appointments
 - i. Teaching Faculty members who accept full-time administrative positions retain the same rank classification held under the Teaching Faculty member's contract.
 - ii. Tenured faculty members retain their tenure status while holding an administrative appointment, though the administrative appointment is subject to administrative non-reappointment provisions.
 - iii. Non-tenured faculty members who accept administrative appointment cease progress toward tenure and become subject to administrative non-reappointment provisions.
- d. Changes from Administrative to Teaching Faculty Member Appointments
 - i. Tenured faculty members
 - a) Upon cessation of an administrative appointment, administrators who hold tenure may be reassigned to a Teaching Faculty members' position. Reassignment rights must be determined and specified in writing prior to acceptance of an administrative position.
 - b) If reassignment to a faculty members' position does not occur, such individuals shall retain their assigned rank and shall receive a salary based on the salary scale.
 - c) The reassignment of an administrator to a Teaching Faculty members' position shall not, because of such reassignment, result in a reduction in force of tenure-contract in the degree or program area to which that individual is being reassigned.
 - ii. Non-Tenured Faculty Members
 - a) If an administrator who formerly held a full-time faculty members' contract at the University should leave the administrative position for any reason, then she or he may return to a full-time faculty members' contract upon approval of the President, based on a recommendation of the Provost.
 - b) In making this recommendation, the Provost shall first consult with the Rank and Tenure Committee, the appropriate Academic Unit Leader.
 - c) If the President approves the reassignment, then the individual shall hold a full-time Teaching Faculty members' contract. If the contract is tenure-track, she or he shall continue to progress toward tenure evaluation. The years of service accrued prior to the administrative appointment will continue to count toward tenure and promotion eligibility.
 - d) Administrators who are reassigned to ranked Teaching Faculty members' positions shall demonstrate currency in their discipline areas.
 - iii. Individuals employed initially as administrators without tenure shall not be considered for ranked Teaching Faculty members' positions except by participation as a candidate in the search process for an authorized faculty vacancy.
- e. Administrative Offices with Faculty Member Status
 - i. The following administrative offices have voice and voting rights at Faculty meetings: President of the University, Provost, members of the Provost's Council, and members of the Administrative Cabinet.
 - ii. The offices included in (III.C.5.e.i) may only be changed by a proposal from the Faculty Council and must be approved by the Faculty.

- iii. Other contractual obligations within the *Faculty Handbook* do not apply to persons holding administrative offices with faculty member status.
 - iv. Individuals employed initially in administrative offices with faculty members' status shall not be considered for ranked Teaching Faculty members' positions except by participation as a candidate in a search process for an authorized faculty vacancy.
6. Professor Emerita/us
- a. The designation of Professor Emerita/us may be awarded by the Board of Trustees to those retired persons who meet the following qualifications:
 - i. held the rank of Associate Professor or higher with at least fifteen (15) years of service; and
 - ii. made significant and distinctive contributions to the University.
 - b. The Provost recommends this honor to the Rank and Tenure Committee, which then makes a recommendation to the President. Election to Professor Emerita/us status is by the Board of Trustees upon recommendation of the President.
 - c. In some cases, service at another Nazarene college or university, or another CCCU university may be considered in meeting the requirements in (II.C.6.a). In exceptional circumstances, documented by the appropriate Academic Unit Leader and the Provost, candidates may be recommended who do not meet the above qualifications in (II.C.6.a).
 - d. Persons elected to Professor Emerita/us status continue to have the following benefits:
 - i. library privileges;
 - ii. faculty members' discounts at the University Bookstore;
 - iii. admission to University events and access to services under the same conditions and at the same cost as other faculty members, with the approval of the Provost;
 - iv. admission to faculty members' workshops and retreats; and
 - v. a parking permit.
 - e. Persons elected to Professor Emerita/us status will be:
 - i. listed in the university catalogs;
 - ii. granted complimentary admission to Faculty Member Luncheons;
 - iii. invited to participate in formal academic convocations, including Commencement; and
 - iv. accorded, to the extent possible, an office or working space on campus, if recommended by the appropriate Academic Unit Leader and approved by the Provost.
 - f. Emeriti have a great deal to contribute to the ongoing life of the institution. Special course assignments, guest lecturing, mentoring faculty members, as well as representing the University at formal events at the discretion of the President, are normal practices.
 - g. Emeriti who teach at the University shall be employed under adjunct course by course contracts or part-time Non-Tenure-Track faculty member contracts.
7. Distinguished Professor
- a. A person with unusual qualifications may be designated Distinguished Professor by action of the President. The Provost and relevant Academic Unit Leader must be consulted before the person may be assigned teaching responsibilities.
 - b. Distinguished Professors may be ranked, depending upon their teaching responsibilities and qualifications, and approval of the Rank and Tenure Committee.
8. Affiliated Faculty Members
- a. The designation of affiliated faculty members may be applied to persons who assist Academic Units in meeting curricular requirements, but who are not compensated by the University.
 - b. Contributions of affiliated faculty members to the University mission may include, but are not limited to:
 - i. presenting a lecture, leading a small group session, or demonstrating skills to students as part of a course;
 - ii. serving as a clinical role model and resource person to students during a practicum; or

- iii. mentoring individual students by sharing experiences, demonstrating professionalism, supervising research, and providing moral support and encouragement.
- c. College Deans work with Department Chairs in the recruiting, selecting, and engaging of affiliated faculty members. Though unpaid, affiliated faculty members must sign and return a course by course contract.
- d. Appointment as affiliated faculty members requires evidence of professional expertise, willingness and ability to perform the proposed activity, and potential as a role model and colleague. In some cases, specialty board certification plus current state licensure or their equivalent are expected.

D. Contracts (BOT)

1. A faculty member's contract is a written mutual agreement between an individual faculty member and the University. Faculty members' contracts are of two types: annual contract and letter of agreement.
 - a. All full-time, part-time, and visiting faculty members are employed using annual contracts.
 - b. Adjunct faculty members are normally employed using course by course contracts.
2. Employment Contract Information
 - a. All initial faculty members' employment contracts shall be issued in accordance with the search and appointment procedures described in (III.E) and are subject to approval by the President.
 - b. The terms and conditions of every faculty member's contract shall be specified in writing, and a copy of the contract shall be supplied to the faculty member.
 - c. The appropriate Academic Unit Leader shall be informed in writing of all terms and conditions that depart from the normal faculty members' contract.
 - d. Written contracts shall include the following information:
 - i. type of contract;
 - ii. annual salary and placement on the salary scale, where appropriate;
 - iii. designation of department, school and/or program;
 - iv. designation of the faculty member's appointment and, if relevant, rank;
 - v. term of the contract;
 - vi. starting and ending dates;
 - vii. method of payment;
 - viii. special conditions (such as responsibility for organized instructional activities, administrative duties, and special departmental expectations);
 - ix. a statement that the faculty member and the University shall adhere to the policies and procedures as set forth in the *Faculty Handbook*; and
 - x. on the initial contract:
 - a) whether it is a tenure-contract or term-contract;
 - b) the specification of years of prior service credit granted for tenure eligibility and promotion eligibility; and
 - c) the year(s) when evaluation for tenure and/or promotion may first be considered.
 - e. Contract salaries are paid semimonthly in twenty-four (24) equal payments, regardless of the number of months of service covered by the contract.
3. Duration of Contracts
 - a. Faculty members are issued annual contracts which specify the period of teaching or teaching equivalencies (two semesters or three semesters).
 - i. In the case of two-semester contracts, additional responsibilities undertaken during the third semester will be indicated in writing, compensated accordingly and reviewed annually.
 - ii. For those holding two-semester contracts, remuneration for summer session teaching is in addition to the regular contract.

- b. Unless otherwise specifically defined in an individual contract of employment, an annual contract for the academic year shall commence on August 16th.
 - c. Contracts which apply to periods of employment other than the academic year shall have their starting and ending dates stated in writing. Except in unusual circumstances, starting dates for such contracts coincide with the beginning of the academic year.
4. Offering of Contracts
- a. Offers of employment for part-time Non-Tenure-Track contracts should be made, signed, and returned to the Office of the Provost prior to commencement of duties.
 - b. Offers of employment by means of adjunct course by course contracts should be made, signed, and returned to the issuing Dean's office prior to commencement of duties.
 - c. Initial Contracts for Full-Time, and Visiting Appointments
 - i. No offer of employment is valid and binding on the University or the Board of Trustees unless and until signed by the President.
 - ii. The initial contract for a newly-hired faculty member must be signed and returned to the Office of the Provost on or before ten (10) working days from the date of receipt, unless the Provost approves a request for extension.
 - iii. Signed contracts by individual faculty members constitute acceptance of the terms and conditions of the contract for the subsequent academic year.
 - iv. If a contract is not signed and returned within the time provided by this policy and the Provost has notified the individual that the contract has not been received, then there is no contract in place and the offer of employment is revoked.
 - v. Prior experience and years of service applied toward tenure eligibility, rank and promotion eligibility, and placement on the salary scale shall be calculated by the appropriate Dean prior to each candidate's job interview. These terms will be reviewed by the Rank and Tenure Committee following the relevant policies (III.E.4).
 - d. Subsequent Contracts for Non-Tenured Full-Time Appointments
 - i. Full-time faculty members shall be provided written notification of the University's intentions to not offer subsequent contracts. The Provost shall provide this notification on or before February 1 that the next annual contract is a terminal contract
 - ii. If a contract is offered, it must be signed and returned to the Office of the Provost within thirty (30) days of issuance, unless the Provost approves a request for extension.
 - iii. Signed contracts by individual faculty members constitute acceptance of the terms and conditions of the contract for the subsequent academic year.
 - iv. If a contract is not signed and returned within the time provided by this policy and the Provost has notified the individual that the contract has not been received, then there is no contract and the offer of continued employment is revoked.
 - v. Renewal of the contract is at the discretion of the President.
 - vi. Any changes in the previous year's contract template which affect the terms and conditions of rank, promotion, or faculty members' status as defined by the *Faculty Handbook* shall be reviewed by the Rank and Tenure Committee.
 - e. Contracts for Tenured Faculty Members
 - i. Tenured faculty members are issued annual contracts. Tenured faculty members are not subject to the conditions of renewal and non-renewal.
 - ii. Signed contracts by individual faculty members constitute acceptance of the terms and conditions of the contract for the subsequent academic year.
 - iii. The signed contract should be received by the Office of the Provost within thirty (30) days of issuance unless the provost approves a request for extension.

- iv. If the contract for the coming year contains specific changes from the previous year's appointment which the faculty member questions, the faculty member may submit a written request for reconsideration to the President within fifteen (15) days of issuance. The President shall review the request in a joint meeting of the faculty member and the Provost. The President shall inform the faculty member in writing of the final disposition within fifteen (15) of receipt of the written request.
 - v. If a contract is not signed and returned within thirty (30) days of issuance, or within the grace period listed immediately below, then there is no contract and the offer of continued employment is revoked. Faculty members may appeal the decision to the President.
 - a) If the due date is missed, a follow-up contact will be made with the faculty member in the week after the due date.
 - b) The grace period will end on Friday at 4:30pm four weeks after the due date
5. Monitoring of Institutional Need
- a. In keeping with the nature of the University and its stated objectives, Point Loma Nazarene University maintains adequate numbers of full-time faculty members for the course offerings.
 - b. Procedure for Monitoring Institutional Need
 - i. Institutional need refers to the degree to which a faculty member's position is judged by the Provost to be necessary to support the academic programs of the University. The examination of institutional need is part of the University's routine monitoring of its use of institutional resources. An important purpose of this monitoring process is to keep full-time faculty members informed, on a regular basis and in a timely way, of the status of their position with respect to continuing institutional need.
 - ii. The President is the final authority in decisions regarding the renewal of non-tenured Teaching Faculty members' contracts.
 - iii. The Provost, in consultation with the Deans and the appropriate Department Chairs, annually examines, from an institution-wide perspective, the need for each faculty member's position.
 - iv. The monitoring process shall take into account such factors as overall student enrollment; course enrollment patterns; numbers of majors and minors; departmental, general education and other program staffing needs; the role of the department or program in fulfilling the University's mission; and any other information deemed relevant to this process by the Provost and the Academic Council.
 - v. In the event that the Provost finds diminishing need in a program or Academic Unit that may result in the elimination or alteration of a full-time position, the following steps are typically taken:
 - a) The Provost should notify the Academic Unit Leader of the Academic Unit in which the position is located.
 - b) If the finding of diminishing need is deemed by the Provost to be sufficiently serious, the Provost will recommend to the President that a contract should not be renewed on the basis of lack of need.
 - 1) Under such circumstances, the Provost will meet with the Academic Unit Leader in which the position is located. The purpose of this meeting is to give the Chair or Dean an opportunity to respond to and discuss the implications of a finding of diminished institutional need.
 - 2) Following this meeting, the Provost will review the initial finding and submit a written recommendation on institutional need for the position to the President, where the final decision rests.
 - 3) The President's decision on non-reappointment of a contract due to lack of institutional need will be communicated to the appropriate Academic Unit Leader, the faculty member in the position, and the Chair of the Faculty Council.

- c. Ratio of Full-Time Faculty Members to Part-Time and Adjunct Faculty Members
 - i. Point Loma Nazarene University attempts to maintain an appropriate number of full-time faculty members for the course offerings in the undergraduate curriculum. The balance of the teaching load will be taught by part-time and adjunct faculty members. This ratio may vary among departments and schools for a variety of reasons. The Provost will regularly consult with the Academic Council and communicate appropriate targets to it.
 - ii. The ratio of full-time faculty members to part-time and adjunct faculty members in graduate programs will vary according to accreditation standards and approved models for the operation of the program in question.

E. Faculty Recruitment

- 1. Appointee Considerations
 - a. New faculty members are selected with care. Point Loma Nazarene University seeks to recruit and hire faculty members who: (BOT)
 - i. demonstrate a personal commitment to this type of university, its religious values, its educational philosophy, and its mission;
 - ii. demonstrate an active participation in a local church fellowship;
 - iii. meet the academic qualifications specified in the position description; and
 - iv. demonstrate the potential to meet applicable criteria of successful faculty member performance.
 - b. Qualities necessary for continued employment
 - i. Commitment to the mission of Point Loma Nazarene University (BOT)
 - a) Criteria considered:
 - 1) being in harmony with the religious and educational aims of the University, and the doctrines, core values and ethical standards of the Church of the Nazarene indicated in the Community Life Covenant;
 - 2) an active participation in a local church fellowship;
 - 3) intellectual qualities of honesty and integrity;
 - 4) emotional control and maturity that commands respect;
 - 5) physical energy sufficient to meet the demands of effective teaching;
 - 6) poise, and social ease sufficiently apparent to demonstrate and commend their value to students; and
 - 7) commitment to lifestyle expectations of the University indicated in the Community Life Covenant as affirmed by the Board of Trustees of Point Loma Nazarene University.
 - b) Documentation required:
 - 1) personal statement of Christian faith and commitment to teaching at a Christian university (found in the University application); and
 - 2) personal references.
 - ii. Academic qualifications
 - a) Criteria considered:
 - 1) possess a terminal degree in the teaching field or related field from a reputable graduate institution of higher education; or
 - 2) possess an earned Masters level graduate degree and be working on a doctorate in the teaching field; or
 - 3) possess, depending on the teaching field and the availability of doctoral prepared faculty members in the field, an earned Masters level graduate degree in the teaching field with demonstrated professional experience and/or plans to pursue a terminal degree.

- b) There is a list of the documentation required (Appendix-III.E.1.b.ii.b).
 - iii. Ability as a teacher
 - a) Criteria considered:
 - 1) a love of truth and deep personal commitment to its discovery by all legitimate means;
 - 2) a capacity to stimulate student interest and participation in learning;
 - 3) the ability to organize subject matter in teaching, and to use valid and reliable methods of evaluation;
 - 4) the ability to prepare students to occupy positions of responsibility and trust with competence and confidence; and
 - 5) the ability to inspire students to undertake, where appropriate, graduate study and secure advanced degrees.
 - b) There is a list of the documentation required (Appendix-III.E.1.b.iii.b).
 - iv. Knowledge and scholarship
 - a) Criteria considered:
 - 1) a serious effort to remain current in the area of major instruction;
 - 2) a vital interest in some type of creative work such as research and writing or performance in an area of academic competence;
 - 3) membership in and service to appropriate professional groups; and
 - 4) conference participation and presentations designed to enhance professional competence.
 - b) There is a list of the documentation required (Appendix-III.E.1.b.iv.b).
 - v. Relationships in the University
 - a) Criteria considered:
 - 1) respect for each student and fair impartial dealings with all;
 - 2) regard for advising as a function of teaching and giving of a reasonable amount of time to it;
 - 3) acknowledgment of merit in the achievements of colleagues and worthy efforts to exalt the dignity and value of the teaching profession;
 - 4) honorable relations with colleagues, regardless of differences of opinion;
 - 5) acknowledgment of the importance, responsibility, and validity of the executive function as reflected in the organizational structure of the institution; and
 - 6) loyal support to the fundamental purposes of the University.
 - b) There is a list of the documentation required (Appendix-III.E.1.b.v.b).
 - vi. Social and religious responsibilities
 - a) Criteria considered:
 - 1) contributions, through speaking, individual and group counseling, writing or other means, to the solution of social and ethical problems on the campus and in the community;
 - 2) acceptance of responsibility for leading students into a vital Christian experience and a full commitment to God's will for their lives;
 - 3) aiding through all interpersonal relationships in the achievement of the unique spiritual and denominational aims of the University;
 - 4) an active participation in a local church fellowship; and
 - 5) communicating to students a profound sense of Christian vocations.
 - b) There is a list of the documentation required (Appendix-III.E.1.b.vi.b).
- 2. Normal Search Procedures for Full-Time Faculty Members
 - a. When need for an additional faculty member position or replacement seems likely, the relevant Academic Unit Leader, the Dean, and the Provost meet to evaluate the need. They confer regarding prospects for the anticipated appointment and agree upon the desired qualifications and specializations. If appropriate, the Provost makes a recommendation to the

- Cabinet, who may authorize a search.
 - b. The Dean, with the assistance of the Academic Unit Leader, will coordinate a search to fill the position. This may include posting the position description on appropriate websites, in relevant journals and with professional organizations.
 - c. The Academic Unit Leader and the Dean receive, review, and evaluate applications and agree on the most desirable prospects. Other faculty members in the Academic Unit are also consulted, as feasible.
 - d. The final candidates are normally brought to the University for interviews upon approval of the Dean and the Provost.
 - e. Upon consultation, decision, and recommendation by the relevant Academic Unit Leader, the Dean, and the Provost, the President may offer a contract.
3. Equal Employment Opportunity
- a. The University is an equal opportunity employer and is committed to making employment decisions on the basis of merit. University policy prohibits unlawful discrimination based on race, color, sex, age, national origin, disability, or ancestry, or any other consideration made unlawful by federal, state, or local laws. This commitment applies to all persons involved in the operation of the University and prohibits unlawful discrimination by any employee of the University, including supervisors and coworkers. (BOT)
 - b. In its hiring practices, the University encourages applications from women and minorities and considers applications on the basis of applicants' achievements and promise as faculty members.
 - c. To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, the University will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship would result.
 - d. Any employee who requires an accommodation in order to perform the essential functions of the job should contact her or his Dean or the Associate Vice President for Human Resources and request such an accommodation. The individual with the disability should work with the University to identify an appropriate accommodation so that she or he can perform the job. If the accommodation is reasonable and will not impose an undue hardship, the University will make the accommodation.
 - e. Anyone who believes she or he has been subjected to any form of unlawful discrimination may submit a written complaint to her or his Dean or the Associate Vice President for Human Resources. The complaint should be specific and include the names of the individuals involved, the names of any witnesses, and the approximate dates of any events involved. The University will undertake an investigation and attempt to resolve the situation. If the University determines that its policies have been violated, effective remedial action will be taken commensurate with the severity of the offense. Appropriate action will also be taken to deter any future discrimination or retaliation. The University will not retaliate for filing a complaint and will not knowingly permit retaliation by supervisors or coworkers.
4. Initial Ranking and Prior Service Credit
- a. The University's determination of both the initial ranking and the prior service credit will be made available to each candidate during her or his on-campus interview or the equivalent thereof.
 - b. Initial Ranking
 - i. In consultation with the Academic Unit Leader, the appropriate Dean will complete the ranking form and the Dean and the Provost will consult and agree on what they believe is the appropriate initial rank. This recommendation of initial rank and step will be sent to the Chair of the Rank and Tenure Committee no less than one week prior to a candidate's interview.
 - ii. The Rank and Tenure Committee will communicate its response regarding the

- recommendation to the Provost within three working days of receiving the ranking form. If the Committee does not respond in this time, the recommendation will be considered acceptable and the Provost will submit to the President.
- iii. The final decision on initial rank and step rests with the President.
 - c. Prior Service Credit
 - i. Procedure for Determining Prior Service Credit
 - a) In consultation with the Academic Unit Leader, the appropriate Dean will calculate prior service credit to be applied toward tenure eligibility, promotion eligibility, and placement on the salary scale. The Dean and the Provost will consult and agree on what they believe are the appropriate calculations using the criteria in this section (III.E.4.c). This recommendation on prior service credit will be sent to the Chair of the Rank and Tenure Committee no less than one week prior to a candidate's interview.
 - b) The Rank and Tenure will communicate its response regarding the recommendation to the Provost within three working days of receiving the recommendation. If the Committee does not respond in this time, the recommendation will be considered acceptable and the Provost will submit to the President.
 - c) The final decision on prior service credit rests with the President.
 - ii. Prior service credit toward promotion eligibility
 - a) One year of credit is granted for each year of full-time teaching at the post-secondary level.
 - b) Part-time teaching, including experience as a graduate teaching assistant, may be accepted on a proportional basis for up to one half of the experience requirement for each rank.
 - c) Directly related professional activities may be accepted for experience credit. If approved by the Rank and Tenure Committee, one year of credit is granted for each two years of applicable professional experience. No more than one half of the experience requirement for the rank may be met in this manner.
 - iii. Prior service credit toward placement on the salary scale
 - a) Actual years of university teaching at other higher education or equivalent institutions will be evaluated at one step per year at rank with no maximum.
 - b) Actual years of experience directly related to the faculty member's teaching field will be credited one step per calendar year up to a maximum of five years. Direct experience beyond five years will be credited one step per two years. The experience must be in an area directly related to the relevant Academic Unit's curriculum.
 - c) Actual years of indirectly related experience related to the faculty member's teaching field will be evaluated at one step per two years' experience with a maximum of six steps allowed.
 - d) Whether experience is directly or indirectly related to the faculty member's teaching field is to be determined by the Dean on a case by case basis. The Rank and Tenure Committee may request the Dean provides a rationale for this decision.
5. Faculty Background Checks
- a. Point Loma Nazarene University strives to provide the safest possible environment for students, visitors, faculty members, staff members, and physical resources. The Office of Human Resources conducts background checks on prospective faculty to determine fitness for employment. In addition, the Dean will conduct checks on all prospective and current faculty members to verify academic credentials.
6. Moving Policy
- a. There is a Moving Policy (Appendix-III.E.6).
7. New Faculty Member Orientation
- a. The Provost shall have the primary responsibility for orientation of newly-employed faculty

- member appointees to the policies, regulations, and procedures of the University. Such orientation shall include faculty members being provided a copy of this *Faculty Handbook*.
- b. Throughout the first year of service, newly-employed full-time faculty members shall participate in a New Faculty Member Orientation, which is arranged by the Provost. This Orientation includes a full range of topics designed to assist newly-hired faculty members in their adaptation to the University, its educational philosophy, its traditions, and its administrative practices. The Provost may invite other faculty members and administrators, as appropriate, to participate.
 - c. Newly-employed faculty members may be assigned course load release for their attendance and participation in the New Faculty Member Orientation.
8. First-Year Expectations
- a. Faculty members in their first year of service at the University should concentrate on developing their assigned courses and performing effectively as a teacher.
 - b. During their initial year of service, first-year faculty members shall be exempt from formal academic advising assignments and service on institutional committees and standing faculty members' committees. Exceptions to this policy may be granted by the Provost in cases where prior service credit has been awarded to a new faculty member.
 - c. The relevant Academic Unit Leader should monitor the workload assignments and expectations of each first-year faculty member and suggest appropriate adjustments to the Provost if circumstances warrant.
9. Eligibility for Promotion (BOT)
- a. All graduate degrees considered for ranking purposes must be from recognized accredited institutions and must be closely related to the field of major instruction.
 - b. Specific Standards for Each Rank
 - i. Professor: the faculty member must have an earned doctorate and at least ten (10) years of experience, four (4) of which must be at the associate professor rank.
 - ii. Associate Professor: the faculty member must have either:
 - a) an earned doctorate and at least six (6) years of experience, three (3) of which must be at the assistant professor rank; or
 - b) a master's degree plus at least thirty (30) additional semester units in an active doctoral program and eight (8) years of experience, four (4) of which must be at the assistant professor rank.
 - iii. Assistant Professor: the faculty member must have either:
 - a) an earned doctorate;
 - b) a master's degree plus at least twelve (12) semester units toward a doctorate and at least three (3) years of experience; or
 - c) a master's degree plus four (4) years of experience.
 - iv. Instructor: the faculty member must have a master's degree with recognized competency in the field of major instruction.
 - c. Exceptions
 - ii. The Master of Fine Arts (MFA) degree is recognized as the terminal degree for faculty members whose primary area is studio art, graphic art, or theater production. Faculty members whose degree program includes the MFA in any of these areas will be eligible for rank advancement to professor according to the established schedule.
 - iii. Librarians
 - a) The master's degree in library science (MLS) from an ALA-accredited library school program is the terminal degree for librarians, as determined by the Board of Directors of the Association of College and Research Libraries, a division of the American Library Association. Other ALA-accredited master's degrees, such as the master's degree in information science or the master's degree in library and information science (MLIS), may also be considered appropriate terminal degrees for librarians.

- b) Specific standards for each rank for librarians:
 - 1) Professor: MLS and an additional master's degree or earned doctorate, and at least ten (10) years of experience, four (4) of which must be at the associate professor rank.
 - 2) Associate Professor: MLS degree and at least six (6) years of experience, three (3) of which must be at the assistant professor rank.
 - 3) Assistant Professor: MLS degree.
- iv. In rare cases, it may be permissible to judge other qualifications as equivalent to the above (III.F.9.b). Prior to ranking consideration, the Rank and Tenure Committee may, in individual cases, accept certain clearly described attainments as equivalent to the specified degree requirements, by a two-thirds vote. Likewise, the committee may, by a two-thirds vote, accept certain clearly described professional experiences as applicable for ranking purposes.
- v. Other Terminal Degrees
 - a) Departments and schools wishing to request the Rank and Tenure Committee recognize a degree other than the doctorate as terminal or a combination of degree and other types of professional preparation as meeting the eligibility standards for consideration for promotion to the upper two ranks should submit a request in writing directly to the Chair of the Rank and Tenure Committee.
 - b) Such a request should address the following:
 - 1) The precise recommendation being made and the position of the Academic Unit regarding the recommendation.
 - 2) The offering of doctoral-level programs in this discipline.
 - 3) Any statements or standards from appropriate professional organizations.
 - 4) A survey of current practice at a number of peer institutions of various types.
 - 5) If appropriate, the rationale for urging the committee to recognize professional certification in lieu of advanced study in the discipline.
 - 6) Whether the recommendation for consideration is at the associate professor rank only or the professor rank as well.

F. Tenure (BOT)

1. Basic Philosophy

The mission of Point Loma Nazarene University is best maintained through diligent and careful hiring of the right new faculty members and by rigorous pre- and post-tenure reviews. Retaining the faculty members who meet the standards of review is central to maintaining the mission of the University. Tenure seeks to assure that faculty members and the University maintain the covenantal relationship that exists between them.

This tenure system is designed for the benefit and protection of both the individual and the University. The mutual acceptance of such a potentially permanent relationship follows the satisfactory conclusion of carefully prescribed evaluation procedures. The probationary period gives the University an opportunity to observe and evaluate the character and quality of service of faculty members. Likewise, it gives faculty members an opportunity to observe and evaluate their own suitability to the University. Although this mutual evaluation occurs at each contract renewal, it becomes critical at the time of tenure consideration. The Rank and Tenure Committee and the President are charged with the responsibility of evaluating the qualifications of faculty members applying for tenure. The Rank and Tenure Committee reviews and evaluates the professional and missional qualifications of faculty members and provides its recommendation of tenure candidates to the President. The President is ultimately responsible to make the final recommendation of faculty member tenure candidates to the Board of Trustees for their decision on tenure.

Faculty members who successfully complete both the probationary period and the evaluation procedures which precede election to tenure, who find the distinctive characteristics and expectations of the University acceptable, and who receive the necessary prescribed recommendations and final approval of the Board of Trustees shall be granted tenure and not be terminated except as hereinafter provided.

2. **Qualitative Requirements for Summative Reviews**

Whereas promotion is a look backwards at what has been accomplished, summative reviews called “up-or-out” reviews (III.F.9) are about predicting the future. There are qualitative and quantitative requirements for a successful summative review. The quantitative requirements for a successful summative review should not obscure the qualitative requirements, which are, by their very nature, even more crucial.

For Tenure-Track and Multi-Year-Track faculty members, the successful summative review candidate will embody the four qualities listed below (III.F.2.a-d) to such an extent that the Rank and Tenure Committee has high confidence that such qualities will persist throughout the individual's career. By the time of tenure, faculty members are expected to have developed these qualities to the extent described in the four items below. Likewise, each portfolio should address specifically these items.

a. **Commitment to Christ and Christian Higher Education**

Christian commitment, as evidenced by a personal relationship to Christ, is an obvious and absolute requirement of all faculty members at this university, especially for those seeking tenure. There are many ways to articulate and demonstrate a mature Christian faith, an active commitment to a Christian community and its values, and a strong commitment to Point Loma Nazarene University and its mission as an institution of Christian higher education in the Wesleyan tradition.

b. **Teaching Excellence**

Given that the main task of the University is education, the primary quality for consideration for tenure is excellence in teaching. It is understood that not all faculty members receive the highest teaching evaluations by students, but the successful candidate's commitment to excellence is evidenced by (a) command of the subject matter; (b) the ability to organize a course and communicate the material in a stimulating manner; (c) a demonstrated concern for students, and success in stimulating their interest in learning; and (d) successful articulation of the of the relationship between the subject matter other disciplines and Christian faith and practice. Evidence of these will be demonstrated and articulated in the Self-Academic Unit Leader, Peer Evaluation, and Student Evaluations forms.

c. **Scholarly/Professional Pursuits**

Successful Tenure-Track faculty members pursue scholarly/professional activities first of all to enhance the teaching/learning function. Faculty members are expected to keep abreast of new developments within their discipline. Further commitment to scholarly/professional pursuits may be exhibited through the scholarship of discovery, the scholarship of integration, the scholarship of application, and the scholarship of teaching. In their approved appendix (Appendix-III.F.4), each Academic Unit has ordered items having least impact to those having most impact within the following categories: Scholarly Activities, Unpublished Scholarly Outcomes, and Rigorous Peer Reviewed Scholarship. Successful Tenure-Track Faculty members will demonstrate and articulate their commitment to an ongoing scholarly agenda and its results in each of these categories.

d. **Service**

In addition to the day to day expectations of faculty members, such as participation in committee and faculty meetings, participation in religious activities, advising and counseling students, successful candidates also pursue service endeavors for the Campus, the Church, the

Community, the Guild, and the World.

3. Tenure Clock and Potential Extensions

The language of a “tenure clock” is usual and customary at other institutions even for non-Tenure-Track appointments. Thus the terminology used below is “tenure clock.”

There is a six-year probationary period followed by an up-or-out review (the summative review) for all Tenure-Track and Multi-Year-Track faculty appointments. The tenure clock begins on the first day of the Tenure-Track or Multi-Year-Track contract. On that date, faculty members’ tenure clock is set to expire six years later. For each of these two appointment tracks, some extensions may be applied to the tenure clock. If a positive decision is not granted from the summative review, termination is customarily deferred for one year to allow for seeking a new position. In all cases, faculty members may only apply once for up-or-out review.

a. **Full-Time Tenure-Track Tenure Clock:**

- i. Faculty members must apply for tenure at the beginning of the academic year in which their tenure clock would expire.
- ii. There are typically only five full years of service on which to make the tenure decision.
- iii. Faculty members who start work in the spring of an academic year will have five and one half years of service on which to base the tenure decision.
- iv. Faculty members hired while teaching at another university may request the option to apply for tenure up to two years earlier than their tenure clock specifies:
 - a) Such a request must be made to the Provost prior to the first day of the faculty members’ service to the University in a Tenure-Track appointment.
 - b) If the request is granted, the notice of this approved exception shall be documented in writing, delivered to the faculty members, and stored in their personnel file.
 - c) If the request is granted, faculty members may or may not choose to invoke this exception. That is, at their discretion, faculty members may apply for tenure early or at the normal time based on their tenure clock.

b. **Full-Time Tenure-Track Tenure Clock Extensions:**

Three types of extensions can be applied to the six-year tenure clock: automatic, requested and discretionary. The maximum sum of extensions is three years which means that in no case will full-time faculty members apply for tenure beyond the beginning of the 9th academic year if the tenure clock has been extended. However, faculty members may still apply for tenure at the beginning of the 6th academic year of their tenure clock, or at the beginning of any year thereafter, except that they cannot apply after the expiration of their tenure clock.

- i. Automatic extensions to the tenure clock (granted without request of faculty members):
 - a) The birth or adoption of a child (one-year per child).
 - b) The death of a nuclear family member (one-year per death).
- ii. Requested extensions to the tenure clock (granted upon request):
 - a) Family leave of absence (duration depends on federal family leave policies).
- iii. Discretionary extensions to the tenure clock (must be formally requested, but are not automatically granted):
 - a) Catastrophic events (fire, earthquake, etc.) (one-year).
 - b) Professional leave of absence for service at another institution (one to two years).
 - c) Significant illness or injury (physical or mental) (duration of the illness up to three years).
 - d) Divorce from the faculty member’s spouse (one-year).

c. **Full-Time Multi-Year-Track Tenure Clocks:**

The tenure clock is calculated exactly as above for the full-time Multi-Year-Tracks respectively (III.F.3.a&b).

d. **Non-Tenurable Administrative Assignment Tenure Clocks:**

Tenure-Track faculty members who accept non-Tenure-Track administrative assignments will have their tenure clocks frozen in place for the duration of the administrative assignment. Upon return to a tenure-track appointment, the Tenure Clock will start ticking again.

4. Evaluation Categories and Criteria

Positive decisions to recommend Tenure or to recommend Multi-Year contracts to faculty members should only be given when faculty members clearly meet the threshold requirements in all areas, greatly exceed them in others, and give every indication that the current positive observable behaviors and outcomes are likely to continue for the duration of their careers. Only threshold rubric scores have been determined since the recommendation to award tenure/Multi-Year contracts appointments will be based on meeting all thresholds and greatly exceeding other scores. These threshold scores are published by the Rank and Tenure Committee. Each school or department has an approved appendix (Appendix-III.F.4.c) of the categories of scholarship with detailed examples. While there are numerous examples listed under the following evaluation categories, no individual faculty member could possibly provide each and every one of them; it is the scholarly body of work as a whole that is evaluated. Four essays are required in faculty members' application portfolios to address each of the items i.-iv. below. Unless otherwise negotiated upward, the Scholarship/Professional Pursuits category threshold levels for granting Tenure are at least one item of Rigorous Peer Reviewed Scholarship and at least two items of Unpublished Scholarly Outcomes.

a. **The Five Evaluation Categories:** All faculty members are required to be assessed on 1) Their commitment to Christ and Christian higher education, 2) Teaching excellence, 3) Scholarly/Professional Pursuits, 4) Service to the Campus, the Church, the Community, the Guild and the World, and 5) Collegiality.

i. **Commitment to Christ and Christian Higher Education**

A negative assessment is a veto of Tenure/Multi-Year contracts track appointments.

a) A reflective essay is a critical part of the assessment process.

ii. **Teaching Excellence**

a) Student Evaluations of class teaching

b) Peer Evaluations of class teaching

c) Self-Academic Unit Leader Evaluations

d) Advisee Evaluations—of mentoring, scheduling, etc. (when the instrument exists)

e) Items from approved Appendix (Appendix-III.F.4.c):

1) Scholarship of Teaching—Scholarly Activities

2) Scholarship of Teaching—Unpublished Scholarly Outcomes

f) Reflective essay on what the evidence above indicates about their Teaching Excellence

iii. **Scholarly/Professional Pursuits** (only for Tenure-Track)

a) Items from approved Appendix (Appendix-III.F.4.c):

1) Rigorous Peer Reviewed Scholarship (not counted elsewhere):

i) Scholarship of Application —Rigorous Peer Reviewed Scholarship

ii) Scholarship of Discovery—Rigorous Peer Reviewed Scholarship

iii) Scholarship of Integration—Rigorous Peer Reviewed Scholarship

iv) Scholarship of Teaching—Rigorous Peer Reviewed Scholarship

2) Unpublished Scholarly Outcomes (not counted elsewhere):

i) Scholarship of Application —Unpublished Scholarly Outcomes

ii) Scholarship of Discovery —Unpublished Scholarly Outcomes

iii) Scholarship of Integration —Unpublished Scholarly Outcomes

b) Self-Academic Unit Leader Evaluations

c) Reflective essay on what the evidence above indicates about their

Scholarly/Professional Pursuits

- iv. **Service to the Campus, the Church, the Community, the Guild, and the World**
 - a) Items from approved Appendix (Appendix-III.F.4.c) (not counted elsewhere):
 - 1) Scholarship of Application —Scholarly Activities
 - 2) Scholarship of Application —Unpublished Scholarly Outcomes
 - 3) Scholarship of Discovery —Unpublished Scholarly Outcomes
 - 4) Scholarship of Integration —Scholarly Activities
 - 5) Scholarship of Integration —Unpublished Scholarly Outcomes
 - b) Activities not requiring the use of significant discipline specific knowledge and tools
 - c) Committee Chair Evaluations (a brief reflection from each Committee Chair under whom the candidate has served)
 - d) Self-Academic Unit Leader Evaluations
 - e) Reflective essay on what the evidence above indicates about their Service.
 - v. **Collegiality**

Collegiality, like showing up for work, is required and implicitly acknowledged in each of the areas above. This is about observable behaviors that either benefit or are deleterious to student and faculty members' morale, the functioning of the Academic Unit, and the institution as a whole. The Self-Academic Unit Leader Evaluation includes a required analysis of the collegiality of faculty members.
 - b. Criteria with Categories for each track: Teaching is paramount at Point Loma Nazarene University and hence requires the lion's share of the evaluation evidence. Excellent Teaching includes formal and informal activities. The latter includes availability of office hours, the quality of advising and mentoring, and the extent to which faculty members serve as a positive model for their students.
 - i. The Tenure-Track weightings for each category are:
 - a) Teaching Excellence – 55%.
 - b) Scholarly/Professional Pursuits – 20-25%. To assess Tenure-Track faculty members' application portfolio of Scholarship requires both a broad institutional view and a nuanced understanding of disciplines and their expectations.
 - 1) Each Academic Unit has negotiated with the Rank and Tenure Committee and has an approved appendix (Appendix-III.F.4) or accepts the default appendix (Appendix-III.F.4).
 - 2) Since the items in any category of the inventory are clearly not all equal in intellectual difficulty, discipline tools and skills required, time commitment, depth of insight required and so forth, the Academic Unit has ordered the items having least impact to those having most impact within each category (Scholarly Activities, Unpublished Scholarly Outcomes, and Rigorous Peer Reviewed Scholarship).
 - 3) While all disciplines change, a constantly moving target for scholarship is not appropriate. Re-negotiation will occur on a 5-10 year basis.
 - c) Service to the Campus, the Church, the Community, the Guild, and the World – 20-25%. (The sum of the latter two categories is 45%. The distribution between them will be chosen and locked in by faculty members at the time of the third year review)
 - ii. The Multi-year-Track weightings for each category are:
 - a) Teaching Excellence – 75-85%.
 - b) Service to the Campus, the Church, the Community, the Guild, and the World – 15-25%.
 - c. Each school or department has either the default appendix or an approved appendix of Scholarly/Professional Pursuits (Appendix-III.F.4.c)
5. Annual Information Sessions

Every spring, the Provost and the Rank and Tenure Committee will hold a forum to explain the process and expectations to faculty members considering applying for tenure or promotion in the following year.

- a. The forum will be developed by the Rank and Tenure Committee.
- b. The forum will be convened and led by the Provost and chair of the Rank and Tenure Committee.
- c. Every effort will be made to maintain a consistent message regarding policy and process from year to year.
- d. All artifacts to be distributed regarding the Tenure or Promotion policy or procedure, in whatever form, must be approved by the Provost and chair of the Rank and Tenure Committee prior to dissemination.
- e. The Rank and Tenure Committee chair bears the responsibility of responding to all questions of policy and process, in consultation with the Provost. Copies of all such correspondence must be sent to the Provost.

6. Comprehensive Annual Reviews

New faculty members' teaching loads should be as diverse as is possible within the discipline. To the extent possible, new Tenure-Track/Multi-Year-Track faculty members should teach courses at both the lower and upper division levels as well as service or General Education courses. In cases where little diversification is possible in course assignments, the evidence for excellence in teaching performance would be expected to be somewhat better than that of other faculty members who have taught a great diversity of courses.

New Tenure Track and Multi-Year faculty members will do a full evaluation package in each of the first five years with one exception given below (III.F.6.d).

- a. In each of the first two years, the Academic Unit Leader or the College Dean will review the full evaluation package (or both together) and then one of them will meet with new faculty members to communicate the findings of their assessment.
- b. This is a formative review with the goal of improvement.
- c. A written synopsis, in the form of the Self-Academic Unit Leader Evaluation, will be delivered to faculty members, and a copy will be stored in their personnel file.
- d. If the written Rank and Tenure Committee feedback to faculty members following their Third Year Review or Promotion indicates that faculty members are on track to meet or exceed all Summative Evaluation Review standards, then the Self-Academic Unit Leader Evaluation and the Peer Evaluation may be skipped in the fourth academic year.

7. Third Year Reviews

In preparation for the sixth-year summative review (up-or-out), the Rank and Tenure Committee will give a Third Year review of faculty members.

- a. Faculty members will submit an application to the Chair of the Rank and Tenure Committee in pdf format.
- b. The application will include:
 - i. Curriculum Vitae
 - ii. A maximum three page essay regarding their Commitment to Christ and Christian Higher Education
 - a) Since all Self-Academic Unit Leader, Peer, and Student Evaluations are on file with the Dean, they should not be included in the application portfolio.
 - b) The deadline for this packet is the listed on the annual academic administration calendar.
 - c) The Rank and Tenure Committee will provide a written synopsis of Third Year faculty members' progress and it will be delivered to the appropriate Dean, Academic Unit Leader, and Faculty Members and added to their personnel file.

8. Faculty Appointment Track Selection

Prior to the end of the third year of their tenure clock, with mutual agreement from the department and Provost, full-time faculty members must choose whether to apply for Tenure-Track or Multi-Year-Track at the beginning of the academic year in which their tenure clock would expire.

9. Summative (“Up-or-Out”) Review

Full-time faculty members must submit an application for up-or-out review prior to the expiration of their tenure clock. Failure to do so is an automatic and immediate dismissal upon the expiration of their tenure clock.

10. Annual Evaluation Calibration Training

The Rank and Tenure Committee will receive training, at the start of the academic year, to calibrate expectations.

- a. Exemplars from past applications will be examined.
- b. Case studies of mock tenure applications will be scored and discussed to improve inter-rater reliability.
- c. The Rank and Tenure Committee Chair, in consultation with the Provost, will lead the training.

11. Post Tenure Review

With tenure comes the responsibility to function at the highest level. To support that idea, tenured faculty members must submit a full evaluation packet every fourth year by the date listed in the annual academic administration calendar. Faculty members will be notified by the administration at the beginning of the academic year when this review will be required. A petition to postpone the review for one year due to extraordinary circumstances may be submitted to the Provost for consideration prior to the beginning of spring semester in the academic year the review is due.

- a. The packet is reviewed by the Academic Unit Leader as well as the Dean before being submitted to the Rank and Tenure Committee.
- b. The review will be based on the current rubrics for granting Tenure with the following modification:
 - i. The Scholarly/ Professional Pursuits category passing threshold will include an on-going scholarly agenda and evidence of at least:
 - a) One new item from Rigorous Peer Reviewed Scholarship or
 - b) Two new items from Unpublished Scholarly Outcomes or
 - c) Three units of additional teaching or equivalent departmental or University service per year. This option requires the consent of the Academic Unit Leader and the Provost.
- c. A review is judged successful if faculty members meet at least the threshold score in every area.
- d. Failure to submit a full evaluation packet for post-tenure review by the due date, or within the grace period listed immediately below, will nullify tenure. Faculty members may appeal the decision to the President.
 - i. Faculty members will have been notified early in the academic year of the due date for their packet.
 - ii. If the due date is missed, a follow-up contact will be made with the faculty member in the week after the due date.
 - iii. The grace period will end on Friday at 4:30pm six weeks after the due date.
- e. If the thresholds are not met:
 - i. The Rank and Tenure Committee will create a 1-3 year tailored performance enhancement plan with appropriate benchmarks for faculty members. If the plan involves discipline specific benchmarks, the Rank and Tenure Committee will consult directly with the Academic Unit Leader.
 - a) Faculty members may appeal the decision to impose an improvement plan or specific details within the plan to the Provost in writing within two weeks of receiving the

- performance enhancement plan.
- b) A full evaluation packet will be due each year until all of the benchmarks are met.
- c) If faculty members do not meet the benchmarks set in the improvement plan within the allotted time, then the Rank and Tenure Committee will send a recommendation to the Provost and President to nullify the faculty members' tenure and offer them a terminal contract.

12. Post Summative Reviews

The evaluation cycle for post summative review non-tenured faculty members is on the same schedule as that of post tenure review.

13. Reduction in Force

Over the life of an institution, programs rise and fall. When the enrollment or the quality of a program declines below sustainability, the institution may choose to dismiss faculty members in that program.

Reductions in programs are in the following order:

- a. All non-essential non-teaching load release units are eliminated.
- b. Non-tenured and Tenure-Track faculty members are released based on:
 - i. Program needs (50%)
 - ii. Recent faculty members' evaluations (50%)
- c. If the program is still unsustainable given the previous actions, then tenured faculty members are released based on:
 - i. Program needs (50%)
 - ii. Recent faculty member evaluations (25%)
 - iii. Length of tenure (25%)
- d. If tenured faculty members are released because a program is not sustainable (as opposed to being released for other reasons including for cause) the following provisions will be applied.
 - i. Tenured faculty members will be given a one year advanced notice prior to being released. Their contractual salary is guaranteed during this year whether, at the discretion of the university, they continue to teach, move into a non-teaching role, or are released due to the lack of a reasonable work assignment.
 - ii. Prior to being released reassignment options within the university will be explored.
 - a) If faculty members have the desire and qualified skills to fill an opening in another department, the Academic Unit Leader may request that the Provost issue an invitation to those faculty members.
 - b) If faculty members have the desire and qualified skills to fill an opening in a non-teaching unit on campus, faculty members may apply and be given priority consideration in hiring. At the expiration of the one year notice, the salary for the non-teaching position would become whatever is customary for that role.
 - c) If a tenured faculty member's position is eliminated, the university would agree to not fill the position within 2 years without first offering it to faculty members who were released.
 - d) Tuition remission for enrolled or admitted dependents at the University, as of the date of notification, will be provided up to two years subject to the then current tuition remission policy.
 - e) Employment retraining proposals will be evaluated by a committee comprised of the Chair and Vice Chair of Faculty Council, the appropriate program Dean, the AVP for Human Resources, and the Provost.
 - f) Upon request of faculty members and approval of this evaluation committee, up to 25% of the contract salary may be available for reimbursement of successfully completed, pre-approved employment retraining.
 - g) This retraining amount is in addition to the faculty members' contractual salary.

- h) All retraining proposals need to be approved within one year of notification of release.
- i) Acceptance of any of the options for reassignment or retraining will be predicated on foregoing the right to contest the release in court and disparagingly discuss the release publicly.

14. Appeal Process for Promotion and Summative Review Decisions

Faculty members who have submitted an application for promotion or summative review have the right to appeal the process through the Office of the President. All documents and all communication concerning the appeal will be with and through the Office of the President. Formal appeals are considered for procedural grounds; substantive grounds will not be considered. The applicant assumes the burden of proof in support of the appeal and must indicate which policies or procedures governing the Rank and Tenure Committee were not followed.

A formal appeal must be submitted in writing to the Office of the President within 42 calendar days from the date of notification by the Provost.

Outcomes:

- a. A final decision will be made by the President within 56 calendar days from the original date of notification by the Provost.
- b. When the President upholds faculty members' appeals regarding promotion or summative review, the effect is not to recommend promotion or successful summative review, but to void the original recommendation and to mandate a new promotion or summative review by the Rank and Tenure Committee.
- c. The Chair of the Faculty Council will be included as a procedural observer in this new promotion or tenure review process if requested by the applicant.
- d. The review by the Rank and Tenure Committee must be completed no later than the end of the semester following the original recommendation.
- e. The outcome of this review will be final. When this new review results in a recommendation for promotion or successful summative review, the usual procedures for recommendation to the President and Board of Trustees will be followed. Any promotion, tenure, or granting of multi-year contract will be effective retroactively.

15. Transition Schedule

- a. There is a policy and schedule in place to facilitate the transition from the prior Tenure and Promotion system to the one given here (Appendix-III.F.15).

16. Executive Summary Charts and Descriptions

- a. There are a series of graphical representations of some of the policies given in the current Tenure system (Appendix-III.F.16).

G. Promotion Procedures

1. Faculty members considering application for promotion for the following academic year should first send a formal letter of interest to the Provost with a copy to the Academic Unit Leader and the College Dean by the deadline listed on the annual academic administration calendar. The Provost will verify that minimum standards of degree and years in rank will have been met. Application portfolios for promotion are submitted in writing to the Provost and due by the deadline listed on the annual academic administration calendar to be considered for promotion for the subsequent contract year. A portfolio must be submitted, including the application recommendations from the Academic Unit Leader (in the case of a faculty member), College Dean (in the case of a chair), or provost (in the case of a Dean) and appropriate documentation supporting the application.
2. A positive decision to promote faculty members should only be given when the faculty members clearly have already met the threshold requirements in all areas, and has greatly exceeded them in

others. Thus in their portfolio faculty members who are candidates for promotion must address the qualitative categories (III.F.4.a) relevant to their appointment track. All tracks must address commitment to Christ and Christian higher education, Teaching excellence, and Service to the Campus, the Church, the Community, the Guild and the World. Faculty members on a Tenure Track appointment must also address Scholarly/Professional Pursuits. (BOT)

- a. A negative assessment on the commitment to Christ and Christian higher education will mean a denial of promotion. This is a veto and no further investigation of the merits of the applicant's portfolio is warranted.
- b. The weightings for the other qualitative factors are given in the section on Tenure (III.F.4.b).
3. A full evaluation packet is required the year prior to which faculty members are seeking either promotion or summative review.
4. "Recommendation for Promotion" forms are available online.
5. Promotion applications are considered by the Rank and Tenure Committee.
6. After thorough discussions and inquiry, the decision on recommendation for promotion is made by ballot vote in which a two-thirds majority of the entire committee is required for nomination to the President of the University. The President's recommendation is sent to the Committee on Academic Affairs of the Board of Trustees, and final action on the promotion is made by the Board of Trustees. (BOT)

H. Faculty Member Evaluation

1. Formative and summative evaluation
 - a. Initial employment represents a first measure of favorable evaluation toward extended service at the University.
 - b. Growth is a process continuing throughout an individual's professional career.
 - c. The faculty member, as well as the University, shares in the responsibility for the faculty member's formative development through both assistance and encouragement for participation in continuing professional enhancement.
 - d. Faculty member's evaluation data shall only be made available to persons and committees who have a formal role in the evaluation process. At no time do students have access to faculty members' evaluation data.
 - e. Faculty member's personnel decisions are made in the best interests of the students served, consistent with the University's commitment to achieving teaching excellence, and with due regard to fairness for all concerned.
 - f. The continuing responsibility of monitoring the application of faculty members' formative evaluation and of recommending to the Faculty improvements in the formative evaluation process rests with the Faculty Development Committee.
 - g. The continuing responsibility of monitoring the application of faculty members' summative evaluation and of recommending to the Faculty improvements in the summative evaluation process rests with the Rank and Tenure Committee.
 - h. The responsibility for making summative evaluation in the form of personnel recommendations to the President rests with the Rank and Tenure Committee and the Provost.
 - i. After thorough discussion and inquiry, the Rank and Tenure Committee renders its judgment of applications for tenure or promotion by ballot vote, in which a two-thirds majority of the entire committee is required for positive recommendations of tenure or promotion to be submitted to the President.
 - j. The authority for final judgments in all contract, reappointment, and promotion decisions rests with the President. The granting of tenure requires approval of the Board of Trustees, based on the President's recommendation.
 - k. The President's positive recommendations are submitted through the Provost to the Committee on Academic Affairs of the Board of Trustees for the fall Board of Trustees

- meeting. To be considered by the Board of Trustees, the faculty member must have positive recommendations from both the Rank and Tenure Committee and the President.
1. Final action on the promotion and tenure applications is made by the Board of Trustees. (BOT)
 2. Evaluation Packet Components
 - a. Self Evaluation Component
 - i. The faculty member shall submit a self-evaluation to her or his Department Chair, School Dean, or Library Director by the deadline in the Academic Administration Calendar.
 - ii. Additional documentation beyond that described in the self-evaluation form may also be submitted, as deemed necessary or appropriate, by the faculty member.
 - b. Academic Unit Leader Component
 - i. After submission of the Self-Academic Unit Leader Evaluation, the faculty member meets with the Department Chair, School Dean, or Library Director to review the data. The Department Chair's, School Dean's, or Library Director's Evaluation is reviewed and both parties receive completed copies.
 - ii. Copies of all forms and documentation are forwarded by the Academic Unit Leader to the appropriate Dean, the Provost, and the faculty member by the deadline in the Academic Administration Calendar.
 - c. Peer Evaluation Component
 - i. The faculty member will select a course to be evaluated. A different course should be selected each time a full evaluation is required until all courses have been evaluated.
 - ii. The Dean's office will create a list of four possible trained peer evaluators (TPE) based on three factors:
 - a) spreading assignments evenly among the TPE,
 - b) at least two TPE will not be in the same department as the faculty member, and
 - c) a TPE cannot evaluate the same faculty member twice.
 - iii. The faculty member will select one faculty member from the list, and will notify the Dean's office of the choice within two business days.
 - iv. The faculty member will provide the TPE with
 - a) Course syllabus and schedule and
 - b) a sample exam and
 - c) a sample major assignment (two assignments if the course has no exams). Additional materials may also be provided at the faculty member's discretion.
 - v. The faculty member notifies the TPE of 3-4 possible dates for the class visit; the TPE chooses a date and notifies the faculty member.
 - vi. The faculty member and the TPE will hold a pre-observation meeting. This meeting should include a brief overview of the class session to be evaluated, and the goals/objectives for the class session, as well as a description of what students are expected to do to in preparation for the class session.
 - vii. The TPE will visit the class. TPE should sit in a location in the classroom that allows for observation of both the instructor and the students (preferably in the back of the room).
 - viii. The TPE will complete the evaluation form in accordance with the calibration training provided to all TPE.
 - ix. The faculty member and the TPE will meet to discuss the evaluation.
 - x. The TPE will submit the evaluation to the Dean who will review, approve, and sign the evaluation, then create a PDF to send to the TPE, AUL and the faculty member.
 - xi. Either the TPE or the faculty member may request a second evaluation by a different TPE.
 - d. Student Evaluation Component
 - i. The faculty member will use a student evaluation instrument that has been approved by the Faculty Development Committee.

- ii. Each continuing faculty member shall conduct Student Evaluations for at least three courses per year. The courses chosen should represent all areas in which the faculty member teaches and should reflect different courses in successive years.
 - iii. Each newly-hired faculty member shall conduct Student Evaluations in all courses during her or his first two years.
 - iv. After the first two years, faculty members inform the office of their Dean which courses shall be evaluated by the students.
3. Full Evaluation Packets
- a. A full evaluation packet consists of three sets of documentation.
 - i. The documents for teaching faculty members are:
 - a) Self and Academic Unit Leader Evaluation (SAUL)
 - b) Peer Evaluation; and
 - c) Student Evaluations.
 - ii. The documents for library faculty members include:
 - a) Library Director Evaluation;
 - b) Peer Evaluation; and
 - c) at least one of the following:
 - 1) external review (Technical Services and Systems Librarians)
 - 2) Student Evaluations (Librarian Teaching Evaluation)
4. Evaluation Schedule
- a. In order to maintain the quality of the faculty members at Point Loma Nazarene University, each faculty member will be evaluated on a yearly basis.
 - i. All non-tenured faculty members shall be evaluated each year for two important purposes:
 - a) to provide them with feedback regarding their performance, particularly with respect to making progress toward tenure; and
 - b) to make a recommendation to the President regarding reappointment.
 - ii. The President is the final authority in decisions regarding the reappointment of non-tenured faculty members. (BOT)
 - iii. Tenured faculty members shall be evaluated each year as part of their continued growth and commitment to the mission of Point Loma Nazarene University.
 - b. Each faculty member will undergo an evaluation each year as described below.
 - i. Newly-hired faculty members will complete a full evaluation packet in each of her or his first three years of service at the University.
 - ii. Non-Tenure-Track Faculty members:
 - a) Starting in the fourth year of service at the University, Non-Tenure-Track faculty members will begin a three-year evaluation cycle:
 - 1) First and second year of three-year cycle – Student Evaluations only (for library faculty members, Library Director Evaluation only);
 - 2) Third year of three-year cycle – full evaluation packet.
 - iii. Tenure-Track and Multi-Year-Track Faculty members:
 - a) Newly-hired faculty members will complete a full evaluation packet in each of her or his first five years of service at the University with one exception (III.F.6.d).
 - b) A third year review portfolio will be submitted to the Rank and Tenure Committee (III.F.7).
 - iv. Tenured faculty members will follow a four-year evaluation cycle. This cycle begins when the faculty member is granted tenure.
 - a) First, second, and third year of four-year cycle – Student Evaluations only (for library faculty members, Library Director Evaluation only).
 - b) Fourth year of four-year cycle – full evaluation packet.
 - v. Post-summative review Multi-Year faculty members will follow the same review cycle as

- tenured faculty.
- vi. If an unacceptable or incomplete evaluation is submitted, a full evaluation packet must be completed in the next academic year.
 - vii. A full evaluation packet is required the year prior to which a faculty member is scheduled to be considered for promotion or tenure, regardless of the cycle.

I. Separation

- 1. Resignation
 - a. Full-time faculty members who intend to resign should submit a written letter of resignation to the President. This notice should be submitted at the earliest possible opportunity and preferably before February 1.
 - b. Part-time faculty members who intend to resign their appointments should submit a written letter of resignation to the Provost at the earliest possible opportunity and preferably before February 1.
 - c. In consideration of the welfare of students and peers, faculty members should resign at a time which coincides with the end of their contract period. The President will inform the faculty member promptly of the action taken on the resignation.
- 2. Retirement
 - a. Full-time faculty members who intend to retire will submit a written letter stating the intent to retire to the President and the Provost at the earliest possible opportunity. In consideration of the welfare of students and peers, faculty members are encouraged to communicate an intent to retire no later than nine months prior to the effective date of the retirement, which should be stated in the letter.
 - b. Individualized Retirement Plan (IRP)
 - i. Faculty members with the rank of associate professor or higher may opt to apply for a flexible Individualized Retirement plan (IRP) at any point after reaching age 55. This provision is designed to permit a faculty member to commit greater time and energy to other areas such as research, writing, lecturing, or traveling as long as the individualized retirement plan does not adversely affect the quality of academic programs.
 - ii. Procedure
 - a) The basic framework for the IRP must be worked out between the faculty member (who initiates the procedure) and the Dean.
 - b) The Dean consults with the appropriate Academic Unit Leader.
 - c) The final program must be approved, in writing, by the Provost.
 - iii. Each IRP is expected to be unique. However, the following variations are typical of options which might be approved:
 - a) a leave of absence (one semester to a full year) without salary;
 - b) a partial teaching load with proportionately reduced salary;
 - c) a cooperative employment contract with other appropriate agencies, such as another university, church, social agency, or business;
 - d) a phased reduction of teaching load and salary.
 - iv. Conditions
 - a) During all phases of IRP the faculty member maintains her or his present rank, though promotion and tenure are not possible.
 - b) At the inception of the IRP, the faculty member voluntarily gives up tenure.
 - c) For the duration of the IRP, if the faculty member's contract is for at least sixteen (16) FTE units, she or he is eligible for University-paid benefits under the same conditions as part-time Non-Tenure-Track faculty members. The faculty member is not eligible for long-term disability.
 - v. Rescission
 - a) Should it become apparent that the IRP is adversely affecting an academic program,

- the Provost will notify the faculty member in writing of the rescission of the IRP effective one year from the notification date.
- b) The Provost must consult with the Rank and Tenure Committee on the reasons for the rescission prior to notifying the faculty member of the rescission.
 - c) At the close of the one-year notice, the faculty member may be fully retired by action of the University or may, by mutual agreement, be returned to full-time status. The returning faculty member will not be tenured.
 - d) The rescission provision is designed to protect a growing Academic Unit from being locked-in to an adjunct appointment when a full-time faculty member position is needed, and to protect the University in times of program reduction, retrenchment or realignment.
- vi. Additional Guidelines
 - a) An IRP recipient is required to fully comply with faculty members' evaluation policies and is expected to maintain high standards of excellence in the classroom.
 - b) An individual may elect an IRP in order to conserve energy and thus ensure peak performance up until retirement.
 - c) An IRP recipient should not expect to maintain such amenities as prime office space and preferred class assignments, though she or he may under some conditions.
- c. Post-Retirement Benefits
 - i. Full-time faculty members who choose to retire after having reached age 59 ½ and have at least ten years of full-time service (including official leaves-of-absence), are eligible for the following benefits and courtesies:
 - a) admission to University events under the same conditions and at the same cost as other faculty members, with the approval of the Provost;
 - b) Faculty members' privileges in the Nicholson Dining Room;
 - c) Ryan Library privileges;
 - d) access to an institutional e-mail address;
 - e) access to the University portal; and
 - f) access to services under the same conditions and at the same cost as other faculty members, with the approval of the Provost.
 - ii. A retired faculty member who participates in the PLNU retirement plan and/or wishes to obtain COBRA or Medicare/supplemental health coverage should meet with the Office of Human Resources a minimum of four months prior to when she or he wishes to begin receiving benefits.
 - iii. The University makes available to all employees retirement counseling and related seminars as needed to assist in retirement planning.
- 3. Non-Reappointment of Non-Tenured Faculty Members (BOT)
 - a. Definition of Non-Reappointment
 - i. Non-reappointment is a means of separation by which the University severs its employment relationship with non-tenured contract faculty members at the end of a contract period.
 - ii. The decision not to renew the appointment of a non-tenured contract faculty member rests with the President, after receiving and considering recommendations of the Provost and, as applicable, the Rank and Tenure Committee.
 - b. Written notice of non-reappointment will be sent from the President to non-tenured faculty members on or before:
 - i. April 1 of the contract year in which the appointment expires, for faculty members in their first academic year of service to the University; or
 - ii. February 1 of the contract year in which the appointment expires, for faculty members in their second through fifth academic years of service to the University.
 - c. Reasons

- i. Non-tenured faculty members have no contractual right to employment beyond the expiration of their contracts. In taking the action of non-reappointment, the University is not obligated to demonstrate the validity of the decision.
- 4. Dismissal (BOT)
 - a. Definition
 - i. Dismissal is a severance action by which the University, for adequate cause, ends its employment relationship with faculty members. Tenure is not considered a protection against dismissal.
 - ii. Adequate cause for dismissal is based upon justifiable reasons (III.I.4.b). The burden of proof that adequate cause exists rests with the University.
 - b. Dismissal may occur for reasons including, but not necessarily limited to:
 - i. demonstrated incompetence or dishonesty in teaching, scholarship, and/or service;
 - ii. deliberate and grave violation of the standards of professional conduct set forth in (III.J);
 - iii. continued serious neglect of basic duties or responsibilities and in spite of two or more written warnings from the Provost regarding such neglect;
 - iv. conviction of a felony or other conduct which directly and substantively impacts the fitness of the faculty member in her or his discharge of professional responsibilities;-and
 - v. conduct or teaching inconsistent with the educational and religious values of the University.
 - c. Procedures for Dismissal
 - i. The President may, if circumstances justify, suspend a faculty member at any time during a dismissal action following (III.H.6). A suspension which is intended to be final will be treated as a dismissal.
 - ii. Prior to the Provost's formal recommendation to the President on dismissal action, the faculty member will be notified in writing by the Provost of the proposed dismissal action with stated reasons.
 - iii. The faculty member may request a joint meeting with the Provost and the President, which must occur within ten (10) working days after the faculty member's receipt of the Provost's notice. The purpose of this meeting will be to examine, with the faculty member, the circumstances of the dismissal action and hear the faculty member's response to the action.
 - iv. Ten (10) days after the faculty member's receipt of the Provost's notice, the Provost will either forward to the President a written recommendation for dismissal, with a copy sent to the faculty member, or notify the faculty member in writing that dismissal action will not be taken.
 - v. If the President concurs with the Provost's recommendation for dismissal, then the President will send written notification of the dismissal action to the faculty member.
 - d. Notification
 - i. Written notice of dismissal will be given by the President to the faculty member and will include reasons for dismissal, a statement of the evidence supporting dismissal, the effective date of dismissal, and a statement of the faculty member's right to initiate the appeal procedure (III.H.4.e).
 - ii. The Provost will notify the Faculty Council of the dismissal and the effective date of dismissal.
 - iii. Notice of dismissal may be given at any time. Salary and benefits will continue until the effective date of dismissal. Dismissed faculty members are not eligible for salary and benefits beyond the date of dismissal.

- e. Appeal Procedures
 - i. Any faculty member given notice of dismissal for adequate cause or termination for severe mental or physical illness shall have available the following appeals procedures upon her or his request to the Provost in writing. The procedures are considered complete at each stage, unless the faculty member requests the next stage to the Provost in writing within ten (10) days of completion.
 - ii. Stage 1: an informal joint meeting with the faculty member, President, and Provost to seek a resolution. The faculty member may request a tenured faculty member be present at the meeting as a witness.
 - iii. Stage 2: a formal hearing before an Appeals Committee.
 - a) The Appeals Committee consists of two tenured faculty members selected by the faculty member, two tenured faculty members selected by the President, and a fifth person selected as Chair by the four appointed members. The Provost will notify the appointed members of the Committee of their selection.
 - b) A statement of charges with sufficient particularity shall be prepared by the President or her or his designee and shall be available to all parties at least twenty (20) days prior to the hearing.
 - c) The faculty member shall respond to the charges in writing. This shall be made available to all parties at least ten (10) days prior to the hearing.
 - d) The burden of proof shall be on the University to substantiate the charges and will be satisfied only by clear and convincing evidence in the record considered as a whole.
 - e) During the hearings both parties shall have a right to have counsel present.
 - f) A written record of the hearings shall be maintained and shall be available to all parties.
 - g) The Appeals Committee shall have the power to decide whether the hearings shall be public or private.
 - h) Both parties may be allowed to request witnesses or additional documentation.
 - i) The Appeals Committee is not bound by strict rules of legal evidence and may admit or ask for any evidence it deems to be of value in the procedures.
 - j) The President and the faculty member shall be notified of the decision of the Appeals Committee in writing and shall be given a copy of the record of the hearings.
 - k) The President shall indicate his acceptance or rejection of the decision of the Appeals Committee in writing within ten (10) days. The faculty member and the members of the Appeals Committee shall be given a copy of the President's decision.
 - iv. Stage 3: an appeal to the Board of Trustees.
 - a) Either the President or the faculty member may appeal the decision of the Appeals Committee to the Chair of the Board of Trustees within ten (10) days.
 - b) The Board of Trustees shall be given a full record of the case. It shall grant opportunity for argument, oral or written, by the principals or their representatives.
 - c) The decision of the Board of Trustees shall be final.
5. Termination (BOT)
- a. Definitions
 - i. Termination is a means of separation by which the University terminates the service of any faculty member for reasons of severe mental or physical illness or reduction in force resulting from a financial exigency or from the formal reduction or discontinuance of a degree or program area.
 - ii. Determination of severe mental or physical illness is a decision by the President based upon clear and convincing medical evidence that the faculty member is unable to perform expected duties and responsibilities despite reasonable accommodations.

- iii. Reduction in Force is the elimination of faculty members' appointments resulting from financial exigency or formal reduction or discontinuance of degree or academic program areas.
 - iv. Financial exigency exists when the Board of Trustees determines that the financial condition of the University threatens the survival of the institution as a whole and this condition cannot be alleviated by less drastic means than the termination of University employees. The claim that termination of tenured faculty members is necessary because of financial exigency must be demonstrably bona fide.
 - v. Formal reduction or discontinuance means the reduction or elimination of a degree, academic program area or academic service and support area through action initiated by the University.
 - vi. Degree means any baccalaureate or graduate degree awarded by the University.
 - vii. Academic programs are sets of courses and other requirements which students must successfully complete to obtain a specific degree, credential or certificate, as indicated in the university catalogs.
 - viii. Academic service or support areas include all those areas within the Academic Affairs unit of the University that are not directly involved in delivery of credit-bearing instruction.
- b. Severe Mental or Physical Illness
- i. Determination
 - a) Faculty members who experience a severe mental or physical illness shall be eligible for any disability benefits that apply. In these circumstances, the first responsibility of the Provost will be to advise the faculty member of the available benefits.
 - b) If the Provost, after consultation with the Rank and Tenure Committee, has reasonable cause to believe that a faculty member is unable to perform expected duties and responsibilities due to severe mental or physical illness, the Provost may ask the individual to submit to a psychiatric or physical examination at University expense by a physician designated by the University.
 - c) If either the individual or the University desires, a second medical opinion may be requested from a physician mutually agreed to by both parties and paid by the University. If agreement cannot be reached, the University will have the right to select the second provider.
 - d) If clear and convincing medical evidence exists to support the conclusion that the faculty member is unable to perform duties and responsibilities due to mental or physical conditions, then the Provost may initiate procedures for termination. Such procedures may not be initiated if the faculty member is on approved medical leave.
 - ii. Procedures for Termination
 - a) The President may, if circumstances justify, suspend a faculty member from their duties at any time during a termination action for severe mental or physical illness.
 - b) Prior to the Provost's formal recommendation to the President on termination action, the faculty member will be notified in writing by the Provost of the proposed termination action with stated reasons.
 - c) The faculty member may request a joint meeting with the Provost and the Rank and Tenure Committee, which must occur within fifteen (15) working days after the faculty member's receipt of the Provost's notice. The purpose of this meeting will be to examine, with the faculty member, the circumstances of the termination action and hear the faculty member's response to the action.
 - d) The Provost will consult with the Rank and Tenure Committee and either forward to the President a written recommendation for termination, with a copy sent to the faculty member, or notify the faculty member in writing that termination action will not be taken.

- e) If the President concurs with the Provost's recommendation for termination, then the President will send written notification of the termination action to the faculty member.
- iii. Notification
 - a) Notification of termination for reasons of severe mental or physical illness will be sent from the President to the faculty member and will specify the effective date of termination and the faculty member's right to initiate the appeal procedures (III.H.4.e).
 - b) Notice of termination for mental or physical illness may be given at any time. Salary and benefits will continue until the effective date of termination. Faculty members terminated due to mental or physical illness are not eligible for salary and benefits beyond the date of termination, unless the President makes other arrangements in writing.
- c. Reduction in Force
 - i. Priorities
 - a) In the event of a financial exigency or the formal reduction or discontinuance of a degree or program area, the retention of viable academic programs and the protection of tenure are of primary importance.
 - b) When reasonable means for coping with a financial exigency or formal reduction or discontinuance of degree or program areas have been exhausted, without resorting to the elimination of faculty members' positions, termination of faculty members' appointments will be made by the President, in accordance with the procedures described in this section (III.H.5.c) and the following sequence:
 - 1) Consideration of attrition resulting from resignation, retirement, or other severance actions.
 - 2) In the case of a financial exigency, termination of term-contract faculty members' appointments, without regard to degree or program area. In the case of program reduction or discontinuance, termination of term-contract faculty members' appointments within the affected program area(s) on the basis of the criteria specified in (III.I.5.c.ii).
 - 3) Termination of tenure-track and/or tenure-contract faculty members' appointments based on:
 - i) the recommended list of reduced or discontinued degree or program areas, as determined by the procedures described in Section (III.I.5.c.vii);
 - ii) the criteria specified in Section (III.I.5.c.ii);
 - iii) the retention of tenure-contract faculty members over tenure-track contract faculty members within the same area of responsibility;
 - iv) the application of replacement, retraining, and reinstatement provisions described in Sections (III.I.5.c.iv) through (III.I.5.c.vi).
 - ii. In making recommendations on reductions in force, the following criteria shall apply:
 - a) qualifications of faculty members as documented in official personnel files and as judged relative to the maintenance of the academic viability of remaining degree or program areas;
 - b) given relatively equal standing as determined in (a) above, seniority as determined by length of service at the University.
 - iii. Notification
 - a) Notification of termination for reduction in force will be sent from the President to the faculty member. It will specify the reasons for and evidence supporting such termination, the effective date of termination, the faculty member's right to replacement and reinstatement, and the availability of retraining (if applicable).

- b) Notice of termination for reduction in force may be given at any time to term-contract faculty member. Termination may take effect before expiration of academic or fiscal year contracts, provided that a minimum of sixty calendar days expires between the date of notification and the effective date of termination.
 - c) Notice of termination for reduction in force will be given to tenure-contract faculty members not later than one calendar year in advance of its effective date. Notification deadlines for tenure-track faculty members shall be the same as those set forth in Section (III.I.3.b).
 - d) Salary and benefits will continue until the effective date of termination.
- iv. Replacement Rights
- a) A tenure-contract faculty member who receives notice of termination for reason of reduction in force may be automatically considered as a potential replacement for an open faculty member position if she or he makes such a request in writing to the President before the effective date of termination.
 - b) If, in the judgment of the President, after consulting with the Provost, the Rank and Tenure Committee, and the faculty members of the Department of School with the open position, the faculty member meets or exceeds qualifications for a vacancy, then she or he will immediately be reassigned to the open position at her or his current rank and placement on the salary scale. If the judgment is that the faculty member is not qualified for the position, then she or he will be notified in writing and not granted the position.
- v. Reinstatement Rights
- a) A tenure-contract faculty member who is terminated for reason of reduction in force shall automatically receive notice of all faculty member vacancies advertised within a three-year period of the effective date of termination. A terminated tenure-contract faculty member who believes she or he is qualified to fill an advertised vacancy may notify the President and thereby be considered for reinstatement by the President.
 - b) If, in the judgment of the President, after consulting with the Provost, the Rank and Tenure Committee, and the faculty members of the Department or School with the open position, a faculty member who seeks reinstatement meets or exceeds qualifications for a vacancy, then she or he will be reinstated to the announced position at the rank she or he held at the time of termination and at a comparable salary. If the judgment is that the terminated faculty member who seeks reinstatement is not qualified for the vacancy, then she or he will be notified in writing and not reinstated.
- vi. Retraining Efforts
- a) In the event of terminations of tenure-contract faculty members for reasons of reduction in force, the University will, in the period between notification and the effective date, assist faculty members preparing for assignment to other degree or program areas where vacancies exist or are anticipated. The Provost must approve any retraining efforts.
 - b) Assistance may include, but need not be limited to:
 - 1) granting a paid leave for retraining or participation in other faculty member development programs;
 - 2) provision of outplacement seminars dealing with employment search strategies, career changes, and the like;
 - 3) use of University resources, as approved by the Provost, in the employment search; and
 - 4) other appropriate services offered through the Office of the Provost for a period up to six months from the effective date of termination.

- vii. Procedures for Termination for Financial Exigency
- a) The Board of Trustees is solely authorized to declare a state of financial exigency. The policy and procedures regarding financial exigency are found in the Board of Trustees Policy Manual.
 - b) Within five (5) working days of a declaration of financial exigency by the Board of Trustees, the President will create an ad hoc Financial Exigency Task Force and also inform Faculty Members. The President will charge that Task Force to prepare, within twenty (20) working days of the Task Force's creation, a recommendation to be submitted to the President regarding whether the particular state of financial exigency requires a reduction in force of faculty members.
 - 1) The Task Force shall be made up of:
 - i) the Dean of the School of Business, who shall chair the Task Force;
 - ii) a faculty member from the School of Business who specializes in finance, economics, or accounting, who is chosen by the School Dean;
 - iii) the Chair of the Faculty Council;
 - iv) a member of the Provost's Council, who is chosen by the Provost; and
 - v) the Vice President of Finance and Administrative Services.
 - 2) If the Task Force does not submit any recommendation, the President will exercise sole discretion in deciding whether the financial exigency requires a reduction in force of faculty members.
 - c) If the recommendation of the Task Force does not require reductions in force of faculty members, and if the President agrees that reductions in force of faculty members are not required, then the President will present a response and recommendations, together with the recommendations of the Task Force, to the Board of Trustees for its action.
 - d) If the Task Force recommends reductions in force of faculty members or the President rejects the recommendation of the Task Force, the President will notify the Academic Council that reductions in force are necessary and charge the Council to prepare a recommended list of degree or program areas to reduce or eliminate within thirty (30) working days of receipt of such notice. If the Council does not submit a recommended list within this timeline, the President will charge the Provost to prepare a recommended list.
 - 1) The Academic Council (or, as appropriate, the Provost) will prepare the recommended list of reductions or eliminations of degree or program areas on the basis of existing published procedures and criteria used in conducting the most recent PLNU prioritization process.
 - 2) In the course of its deliberations, the Academic Council may seek information or recommendations from departments and schools, Academic Unit Leaders, the Academic Policies Committee, the Graduate and Extended Studies Committee, individual faculty members, or other appropriate sources.
 - 3) The Council may hold open hearings and make use of information gathered through prior program reviews.
 - e) The recommended list of degree or program areas to be reduced or eliminated will be submitted to the Faculty for its recommendation.
 - f) The President will transmit the list to the Provost, who will consult with the Rank and Tenure Committee in recommending the names of faculty members to be reduced in force in accordance with the priorities and criteria specified in Sections (III.I.5.c.i) and (III.I.5.c.ii), respectively. The Rank and Tenure Committee may consult with appropriate Academic Unit Leaders and/or interview faculty members in the affected degree or program areas.

- g) The President will render the final decision on terminations for reduction in force for reasons of financial exigency and will notify the faculty member(s) involved in accordance with the provisions in Section (III.I.5.c.iii).
- viii. Procedures for Termination for Formal Reduction or Discontinuance of Degree or Program Areas
- a) Formal reduction or discontinuance of existing degree or program areas may occur only after the prioritization process has been conducted, a recommendation has been submitted to the Faculty for its consideration, and approval is given by the President.
 - b) The prioritization process will be conducted in accordance with the procedures and criteria announced and distributed prior to the beginning of the process.
 - c) If formal reduction or discontinuance of an existing degree or program area does not require reduction in force, the President will submit the proposal to reduce or discontinue, together with any recommendations of the President, to the Board of Trustees for its action.
 - d) If formal reduction or discontinuance does require reduction in force, then the President will charge the Provost, in consultation with the Rank and Tenure Committee, to recommend names of faculty members to be reduced, in accordance with the priorities and criteria specified in Sections (III.I.5.c.i) and (III.I.5.c.ii), respectively. The Rank and Tenure Committee may consult with appropriate Academic Unit Leaders and/or interview faculty members in the affected degree or program areas.
 - e) The President will render the final decision on terminations for reduction in force for reasons of formal reduction or discontinuance of a degree or program area and will notify the faculty member(s) involved in accordance with the provisions in Section (III.I.5.c.iii).
- ix. A faculty member whose appointment is terminated for reasons of reduction in force shall have the right to initiate general grievance procedures (III.M).
6. Suspension (BOT)
- a. The President may summarily suspend a faculty member during an investigation to determine whether, or upon a finding that, there is good cause to believe that:
 - i. the continued presence of the faculty member on the grounds of the University would endanger the safety or well-being of the faculty member or other members of the University community; and/or
 - ii. the continued functioning of the faculty member in the position would substantially impair or disrupt the regular functions of the University.
 - b. The President shall inform the Faculty Council as soon as prudent regarding the propriety, length, and other terms of the suspension as confidentiality allows. Salary and benefits will remain in force for the duration of the suspension.
7. Disciplinary Actions
- a. Warnings
 - i. If the Provost has evidence that a faculty member is demonstrating continued serious neglect of professional standards, duties, and/or responsibilities as stated in that person's contract or the *Faculty Handbook*, then the Provost may issue a written warning to the faculty member.
 - ii. A written notice will specify the basis upon which the warning is warranted, suggest appropriate remedial action(s), and invite the faculty member to respond in writing within ten (10) days of receipt or in a meeting with the Provost. The written warning and, if submitted, the faculty member's written response will be entered into the faculty member's permanent personnel file.

- iii. Following two such written warnings, and, in the presence of evidence that the faculty member's conduct has not substantially changed, the Provost shall consult with the Faculty Council and the appropriate Academic Unit Leader regarding the proposed disciplinary action. The Provost may then either issue another warning letter or recommend to the President that specific sanction(s) be imposed.
 - b. Sanctions
 - i. If the Provost recommends sanction(s) and the President concurs, then the President shall send written notice to the faculty member specifying the sanction(s) being applied.
 - ii. Sanctions may include, but are not limited to, an oral reprimand, a written reprimand, denial of specific faculty members' privileges, reassignment of teaching duties, and/or removal from assignments or administrative duties.
 - iii. If a sanction is imposed, the faculty member may initiate grievance procedures.
- 8. Conclusion of Employment: at the time a faculty member leaves the employment of the University for any reason, the following items must be certified as having been cared for by the responsible Academic Unit Leader before the final paycheck is authorized to be issued by the Business Office:
 - a. All keys issued to the faculty member must be returned to the Academic Unit Leader.
 - b. All grade records (electronic or otherwise) must be submitted to the Academic Unit Leader.
 - c. All items of University equipment assigned to the faculty member must be turned in or accounted for.
 - d. All personal items must be removed from the University premises.
 - e. All library materials must be returned to the library.
 - f. Arrangements must be made with the Business Office for all financial obligations which might be outstanding, such as loans or advances.
 - g. An exit interview must be conducted with the Office of Human Resources in regard to all insurance and benefit programs.
 - h. A forwarding address must be supplied to the Office of Human Resources.

J. Professional Conduct

- 1. Statement on Professional Ethics (BOT)
 - a. Faculty members shall conduct themselves in accordance with the mission and goals of University as well as the professional standards described in the *Faculty Handbook*.
 - b. No set of rules or professional code can either guarantee or take the place of a faculty member's personal integrity. As professionals, faculty members and administrators alike have a stake and interest in fostering a working environment that is collegial and cooperative. Further, faculty members should be familiar with and abide by the prevailing ethical standards of their discipline(s) or professional organization(s).
 - c. Point Loma Nazarene University affirms and supports the following "Statement on Professional Ethics" as set forth and approved by the American Association of University Professors (2009), and stated here verbatim:
 - i. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
 - ii. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as

intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

- iii. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty members' responsibilities for the governance of their institution.
 - iv. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
 - v. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.
2. Nondiscrimination Practices (BOT)
 - a. The University is committed to a policy of nondiscrimination in personnel decisions such as salary administration, assignment of responsibilities, appointment to academic rank, reappointment, tenure and promotion, awarding institutional grants for faculty members' development, leaves, and retirement. Such decisions shall be made without prejudice with respect to age, sex, physical disability, race, or national or ethnic origin.
 - b. Faculty members who believe that they have been victims of discrimination may seek redress through the established general grievance procedures (III.M).
 - c. In their role as members of search committees, faculty members shall comply with the University's equal employment opportunity policies and procedures.
 3. Consensual, Amorous, Relationships (BOT)
 - a. Consensual relationship means a sexual or romantic relationship between two persons who voluntarily enter into such a relationship.
 - b. Faculty members shall not enter into a consensual relationship with a current student. Further, faculty members shall not enter into a consensual relationship with any employee over whom s/he exercises direct or otherwise significant academic, administrative, supervisory or extracurricular authority. In the event that such a relationship already exists the faculty member should consult with their Chair or Dean to reassign such authority to avoid violations of this policy. Such violations shall result in disciplinary action.
 - c. Sexual relationships between faculty members and students (other than their spouse) are unacceptable, such relationships call a faculty member's professional ethics into serious question, compromise students' respect for the Faculty as a whole and shall result in disciplinary action

- d. Faculty members involved in an extramarital consensual relationship with a student shall be subject to disciplinary action.
4. Plagiarism
- a. For the purpose of this policy, plagiarism is defined as using the ideas, methods, or works of another, without acknowledgment and with the intention that they be taken as the work of the user.
 - b. Faculty members shall conduct themselves in accordance with the precepts regarding plagiarism in the “Statement on Plagiarism,” as set forth by the American Association of University Professors, and stated here verbatim: “Every profession should be guided by the following:
 - i. In her or his own work, the professor must scrupulously acknowledge every intellectual debt – for ideas, methods, and expressions – by means appropriate to the form of communication.
 - ii. Any discovery of suspected plagiarism should be brought at once to the attention of the affected parties and, as appropriate, to the profession at large through proper and effective channels – typically through reviews in or communications to relevant scholarly journals.
 - iii. Professors should work to ensure that their universities and professional societies adopt clear guidelines respecting plagiarism, appropriate to the disciplines involved, and should insist that regular procedures be in place to deal with violations of those guidelines. The gravity of a charge of plagiarism, by whomever it is made, must not diminish the diligence exercised in determining whether the accusation is valid. In all cases the most scrupulous procedural fairness must be observed, and penalties must be appropriate to the degree of the offense.
 - iv. Scholars must make clear the respective contributions of colleagues on a collaborative project, and professors who have the guidance of students as their responsibility must exercise the greatest care not to appropriate a student’s ideas, research, or presentation to the professor’s benefit; to do so is to abuse power and trust.
 - v. In dealing with graduate students, professors must demonstrate by precept and example the necessity of rigorous honesty in the use of sources and of utter respect for the work of others. The same expectations apply to the guidance of undergraduate students, with a special obligation to acquaint students new to the world of higher education with its standards and the means of ensuring intellectual honesty.
5. Conflict of Interest
- a. A conflict of interest exists whenever an individual faculty member’s personal interests and potential gain come into conflict with or otherwise compromise the integrity and interests of students, colleagues, or other University personnel and procedures.
 - b. Within reason, faculty members have a professional responsibility to avoid placing themselves in situations of conflict of interest. Since conflicts of interest are sometimes difficult to recognize, faculty members should discuss situations involving potential conflict of interest with their Academic Unit Leader, Dean, and, as may be reasonable, their colleagues. Likewise, individual faculty members, academic unit leaders and Deans have the professional responsibility to raise potential conflicts of interest that they witness or suspect in other faculty colleagues and discuss it with them or the Academic Unit Leader and/or Dean who supervises the faculty member with the potential conflict of interest.
 - c. Examples of conflict of interest include, but are not limited to:
 - i. teaching, supervising, and/or participating in decisions affecting an immediate family member;
 - ii. casting a vote in committee deliberations regarding proposals or actions which lead to a direct personal benefit, as in awarding faculty development funds;
 - iii. accepting remuneration for consulting services or conducting clinics while representing

- the University in an official capacity;
 - iv. adopting one's own book or other teaching aids which would entail accepting royalties as personal income;
 - v. using students, without recompense of salary or academic credit, for work on behalf of an outside agency;
 - vi. using the University's name, facilities, or equipment for personal purposes, or for which the faculty member receives remuneration for private gain;
 - vii. making personal use of University resources to support political candidates or non-profit organizations even though not for remuneration; or
 - viii. purchasing major equipment, instruments, or supplies for University teaching or research from a private firm with which the employee is affiliated or receives personal benefits or rewards.
- d. Procedure in cases of a potential conflict of interest
- i. When a faculty member believes that she or he may be in a position of conflict of interest, or if they have been notified of a potential conflict of interest observed by someone else, she or he must provide written notification of the circumstances and any proposed resolution to her or his Academic Unit Leader and the Provost.
 - ii. Following consultation with the Academic Unit Leader (or a senior member of the Academic Unit, if the conflict involves the Chair or Dean), the Provost shall render a judgment regarding how best to resolve the conflict.
 - iii. A statement of the conflict of interest as well as the Provost's proposed resolution shall be provided in writing and entered into the faculty member's permanent personnel file.
 - iv. The faculty member shall abide by the Provost's judgment, unless she or he wishes to file a grievance and initiate the grievance procedures.
6. Outside Employment
- a. Outside employment by full-time faculty members is permitted under the condition that it does not detract from fulfillment of faculty members' duties and responsibilities or significantly interfere with delivery of instruction to students.
 - b. Outside employment which involves class absence(s) or a commitment of more than three days of employment in a single academic term requires prior notification and approval of the Provost.
 - c. Permission to accept outside employment shall be verified in writing by the Provost and entered into the faculty member's permanent personnel file. Before making this decision, the Provost may consult with the faculty member's Academic Unit Leader and/or the Rank and Tenure Committee.
 - d. If such employment involves absence from regularly scheduled classes, then the faculty member shall inform her or his Dean and Academic Unit Leader of this absence and make suitable substitute arrangements for the class meeting(s) missed.
7. Intellectual Property Rights (BOT)
- a. Definition of Intellectual Property
 - i. Intellectual property rights refer to a variety of rights associated with ownership and use of works created by faculty for use in the classroom or for furtherance of their scholarship.
 - b. Policy on Intellectual Property Rights, Grants, Honoraria, and Royalties
 - i. Copyrights and Works for Hire: While the University has the legal right to "works for hire" created by its employees while under its employment, the University is committed to supporting creativity and thus subscribes to the following:
 - a) Employee ownership: The University does not claim to own materials developed for use within a normal teaching assignment or books, articles, monographs, poems, stories, paintings, or other artistic works produced by faculty to enhance their scholarship. This includes works produced while on sabbatical leave.

- b) University ownership of the course and course materials: The University does own the “course” and basic course materials that include: syllabi, description, granting of units leading to degrees, record keeping materials, and departmental materials used for assessment and accreditation purposes.
 - c) Technologically enhanced courses: Technologically enhanced courses are an organized collection of digitalized materials that include: articles, notes, media, assignments, tests and similar materials. Some of these materials may be previously authored or copyrighted works. Some of these materials may have been developed with significant support from the University. When the University has contributed substantial support to the development of online, hybrid and technology enhanced course materials, then the University deems this a “work for hire” and claims joint ownership of the digitalized intellectual content with the author for use in other and future online course settings. Substantial support is defined as extra financial compensation or other forms of remuneration over and above the normal contractual compensation to the faculty member or substantial use of facilities and instructional support. All faculty authors will be acknowledged as the authors of the content of the course. Faculty members may use developed materials in scholarly activities (presentation at conferences, journal articles, etc.) as long as it does not compete with the University’s intended use of the content. Permission must be granted by the institution to use the content at another institution or setting. Faculty members who have developed online or hybrid course materials independently, have not received additional compensation from the University, or substantial use of facilities and/or instructional support maintain sole ownership of the digitalized materials. Ownership would not extend to those items listed in (III.J.7.b.i.b). The University may use the digitalized materials, royalty free, with the permission of the author(s). Materials produced while working for another institution must show permission granted for use in a PLNU setting.
- ii. Grants: Grants are gifts to the University and are placed under the direct supervision of a recipient, investigator, or administrator. They are administered under the terms of the proposal and as accepted by the University. Other restrictions, which are standard in higher education, are the administrative policies of the University, standard business practice, and a non-discrimination provision.
 - iii. Honoraria: Honoraria for consulting or other traditional means for scholars sharing their expertise with the community are acceptable and proper. Such consulting should be on an occasional activity basis and should not interfere with the faculty member’s principal employment. University support services will not be used. Where a faculty member’s expenses in connection with an honorarium are paid by the University, the honorarium must be paid to the institution.
 - iv. Royalties: Royalties received from patentable inventions arising from research or other employment at the university should be divided between individual(s) and institution(s). The division will be dependent upon the relative contributions of each (resources creativity, effort). It may be necessary to share with a granting institution or other investigators. Normally the principal inventor should receive at least 50% and the University 20%.
8. Safety Requirements
- a) Faculty members shall comply with the published institutional policies and guidelines regarding workplace safety requirements as specified by the Occupational Safety and Health Act (OSHA).
 - b) The policy statement on environmental and occupational safety is available from the Office of Human Resources.

- c) If you have safety concerns or comments please contact the Office of Human Resources.

K. Salary (BOT)

1. Basic Philosophy

- a. At Point Loma Nazarene University, people are more important than things. Its history is written in the deeds of dedicated and committed people, and its future hinges on the quality of the relationships rendered to the people it purports to serve. Thus, people are the paramount priority at the University, and a deep abiding commitment to persons must be reflected in its policies. All University policies attempt to put people first and exist to create an ordered space where faculty members can freely conduct activities and pursue relationships in order to carry out the educational mission of the University.
- b. The University's compensation policies reflect its commitment to the people who serve as its employees and professionals. The welfare of the individual faculty member or staff member, as well as their dependents, is a primary concern of the institution. Therefore, the two components included in the term "compensation" – salary and fringe benefits – are maintained at the highest possible level consistent with the resources of the institution.
- c. The adoption of a compensation policy and appropriate salary levels are the ultimate responsibility of the Board of the Trustees.

2. Basic Policy

- a. There are two types of factors involved in converting the underlying philosophy of compensation into a basic policy of compensation: internal and external.
 - i. Internal factors have to do with the adoption and administration of compensation policies which assure that appropriate relationships among salaries paid to employees is maintained.
 - ii. External factors relate to establishing the level of compensation. Such factors as comparability with appropriate institutions and local living costs must be included.
- b. Internal Considerations
 - i. It is crucial that programs of compensation be administered in a fair, objective, and equitable manner. To assure that this ideal is actualized, clearly defined policies with sufficient specificity have been adopted. The responsible administrators are charged with implementing these compensation programs within the parameters of these policies (Appendix-III.K.3).
 - ii. Mechanisms have been developed to assure that recipients of the benefits have appropriate and effective avenues of input into the development of compensation policies which affect them (Appendix-III.K.3.b.iii.b).
- c. External Considerations
 - i. Selecting and justifying external comparators are immensely complicated. This difficulty notwithstanding, it is imperative that objective external criteria be considered when levels of compensation are established.
 - ii. The nature of the institution clearly indicates that a distinction be made between professional and office and campus services employees of the University. While it is appropriate to define external comparators for these groups, the geographic scope of the comparators should relate to the market from which the employees are brought.
 - a) Office and campus services personnel are primarily employed out of the local market, while professionals tend to be employed from a national market. Thus salary levels for office and campus services personnel are established by the Office of Human Resources through comparison with salary levels of similar positions in the general San Diego area.
 - b) External comparators for professionals are selected to reflect the distinguishing

characteristics of Point Loma Nazarene University, a private, liberal arts university, in San Diego, California.

- d. Internal-External Linkage
 - i. The University's ability to obtain the necessary resources to sustain its compensation policies is the obvious link between internal and external considerations.
 - ii. The institution, its Board of Trustees, and its administration have adopted a commitment to people as a paramount priority. Every effort is made to assure that this priority is not subverted.
3. Faculty Salary Administration Policy
The policy for computing the Salary Scale is in place (Appendix-III.K.3).

L. Leaves of Absence

1. General Policy
 - a. Leaves of absence not to exceed six months in duration may be granted to ranked full-time faculty members at the sole discretion of the University. This general policy summarizes the provisions generally applicable to all types of leaves, other than sabbatical and educational leaves. There are, however, variations on certain issues depending on the type of leave. Please see the specific type of leave for details.
 - b. To be eligible for a leave other than pregnancy disability, a faculty member, at the time of the request, must be employed by the University in a benefits-eligible position--at least a half-time appointment--for a minimum of 12 continuous months prior to the start of the leave.
 - c. The time periods related to leaves begin on the first day of leave, regardless of when the leave is approved. All time off which qualifies under the Federal Family Medical Leave Act or the California Family Rights Act will be counted against the faculty member's total state and federal family and medical leave entitlements.
 - d. When returning from a medical or pregnancy disability leave, the faculty member must present a doctor's certificate showing fitness to return to work. Certification forms are available in the Office of Human Resources.
 - e. The faculty member who has been granted a leave of absence will return to the same or comparable job if they are able to perform the essential functions of that job with or without reasonable accommodation. The faculty member will be credited with the full employment status which existed prior to the start of the leave. Subject to normal evaluation processes, the time spent on leave may not be counted for purposes of future salary adjustments.
 - f. This section provides a brief overview of leaves of absence. Detailed information is available from the deans.
2. Family and Medical Leave, Unpaid Family Leaves
 - a. An unpaid family leave, up to 12 workweeks in a 12-month period, may be requested for the following purposes:
 - i. to care for a newborn, newly adopted, or new foster child of the employee; or
 - ii. to care for the employee's dependent child, spouse, or parent with a serious health condition.
 - b. The 12-month period will begin on the first day of absence. The entitlement to leave for the birth, adoption, or placement of a child expires 12 months after the birth or placement has occurred.
 - c. A faculty member requesting a family leave must notify their dean of his or her need for the leave, the date the leave is expected to commence, and the estimated duration of such leave at least 30 days in advance of the commencement date, if possible. Faculty who desire a leave of absence or a reduced faculty load during pregnancy or immediately following the birth or adoption of a child are encouraged to work out a plan with their dean, subject to approval by the Provost and Human Resources.
 - d. When the leave is due to a serious health condition, the faculty member must also provide

- medical certification, signed by the health care provider, in support of the leave. Certification and application forms are available in the Office of Human Resources.
- e. While a faculty member is on an approved unpaid family leave, the University will continue to pay its normal contribution for health and other insurance benefits that are ordinarily provided by the University for 12 work weeks. During this time the faculty member is responsible for making the normal contribution. When a faculty member is no longer eligible (after 12 workweeks) to receive the University's normal contribution, (s)he may self-pay the full premiums under the provisions of COBRA coverage by submitting the payment to the Office of Human Resources on or before the first day of each month.
 - f. If a faculty member applies for Paid Family Leave (PFL) during their unpaid leave, the University will pay the difference between the PFL payment received and the faculty member's salary for up to six weeks.
3. Paid Medical Leaves
- a. A paid medical leave, not to exceed an accumulated total of 26 weeks during a four year period, may be requested for a faculty member's own serious health condition. All faculty members who are disabled by pregnancy are also entitled to a pregnancy disability leave, separate and apart from their right to take family and medical leave under state law. See Pregnancy Disability Leave Policy.
 - b. As a condition to receiving paid medical leave, the faculty member must apply for State Disability Insurance (SDI). The University will pay the difference between the SDI payment received and the faculty member's salary for the duration of the disability, up to a maximum of 26 weeks during a four year period. If the medical leave exceeds six months, the faculty member may be eligible to apply for Long Term Disability (LTD) benefits. In order to avoid a lapse in income, the faculty member is encouraged to apply for LTD benefits as soon as it is recognized that the disability will probably exceed six months.
 - c. A faculty member requesting a medical leave must notify their college dean of the date the leave is expected to commence and the estimated duration of such leave at least 30 days in advance of the commencement date, if possible. The request for leave must be supported by a medical certification. In addition, a medical certification of fitness for duty must be provided prior to returning to work. Certification and application forms are available in the Office of Human Resources.
 - d. While a faculty member is on an approved paid medical leave, the University will continue to pay its normal contribution to health and other insurance benefits that are ordinarily provided by the University for the duration of the disability, up to a maximum of 26 weeks during a four year period. During this time the faculty member is responsible for making the normal contribution. When a faculty member is no longer eligible to receive the University's normal contribution, (s)he may self- pay the full premiums under the provisions of COBRA coverage by submitting payment to the Office of Human Resources on or before the first day of each month.
4. Pregnancy Disability Leave
- a. Faculty members who are disabled by pregnancy, childbirth, or related medical conditions are entitled to a paid leave of absence for the period of disability, up to a maximum of four months. Time off needed for prenatal care, severe morning sickness, doctor ordered bed rest, childbirth, and recovery from childbirth will all be counted against the pregnancy disability leave entitlement.
 - b. As a condition of receiving paid pregnancy disability leave, the faculty member must apply for State Disability Insurance (SDI). The University will pay the difference between the SDI payment received and the faculty member's salary up to four months.
 - c. A faculty member requesting a pregnancy disability leave must notify their dean of the date the leave is expected to commence and the estimated duration of such leave at least 30 days in advance of the commencement date, if possible. The request for leave must be supported

- by a medical certification of disability. In addition, before a faculty member will be returned to her job or a comparable job, she must provide a medical certification of fitness of duty that she is able to resume her original job duties.
- d. Certification and application forms are available in the Office of Human Resources.
 - e. Leave provided for pregnancy disability is treated separately from leaves required by the state family and medical leave law. However, the first 12 workweeks of a pregnancy disability leave will be treated concurrently as a leave pursuant to the federal Family and Medical Leave Act of 1993.
 - f. If a faculty member wishes to extend a leave beyond the duration of the pregnancy disability, she may be eligible for an unpaid family leave up to a maximum of 12 weeks. Please see the Family and Medical Leave Policy, Unpaid Family Leaves.
 - g. While a faculty member is on a pregnancy leave, the University will continue to pay its normal contribution to health and other insurance benefits that are ordinarily provided by the University for the duration of the disability, up to a maximum of four months. During this time the faculty member is responsible for making the normal contribution. When a faculty member is no longer eligible (after four months) to receive the University's normal contribution, she may self-pay the full premiums under the provisions of COBRA coverage by submitting payment to the Office of Human Resources on or before the first day of each month.
5. Jury Leave
- a. Point Loma Nazarene University encourages its faculty to fulfill their civic responsibility. Faculty, however, are requested to postpone their jury duty service to a time when classes are not in session.
6. Sabbatical Leave (BOT)
- a. The purpose of the sabbatical leave is for professional renewal as a scholar and teacher.
 - b. Eligibility
 - i. Sabbatical leaves may be granted by the Board of Trustees, on recommendation of the President, to full-time faculty members who have completed at least six years of service to the University with the rank of assistant professor or higher and are in good standing.
 - ii. The President's recommendation is based on the results of the sabbatical selection process in (V.B.4.d and Appendix-V.L.4.c).
 - iii. Persons without a doctorate who are otherwise eligible may be considered for sabbatical leave. However, the policy is not designed to aid the faculty member in pursuing an advanced degree or in fulfilling advanced degree requirements for continued employment.
 - c. Parameters of the Leave
 - i. The sabbatical leave may be granted at full pay for one semester.
 - ii. If it is mutually agreeable between the University and the faculty member, the leave may be arranged for the full academic year at one-half salary.
 - iii. In no case is a sabbatical leave intended to augment the person's income. Individuals may not use sabbatical leave time for remunerative teaching at another institution. If part-time employment is contemplated while the primary purpose of the sabbatical leave is pursued, such work must be indicated in the proposal when requesting leave.
 - iv. During the term of a sabbatical leave the University maintains, according to the contractual salary which the faculty member would receive if working full-time, the University's share in the retirement program, health care program, Social Security, and any other specified benefits of which the faculty member is normally a recipient. During the same period the University continues to withhold from the faculty member's compensation those funds which would regularly provide for each of these programs.
 - v. Allowances
 - a) In addition to salary consideration, the faculty member is provided a service

allowance of \$125 per year for each year of full-time service up to a maximum of \$2,000. An additional allowance of \$500 may be given for approved foreign travel or study.

- b) If the faculty member chooses to receive this allowance in cash, IRS regulations require that the allowance be taxed as additional compensation.
 - c) The faculty member may designate some or all of the allowance to be put into a restricted account for the purpose of paying (or being reimbursed for) expenses incurred in connection with the sabbatical.
 - 1) Funds designated in this restricted account are exempt from taxation to the faculty member provided they are spent on allowable and documented business expenses.
 - 2) In order to designate and use funds in this restricted account, the faculty member must follow the procedures found in (V.B.4.c).
 - d) Amounts not put into the restricted account, as well as any amount in the restricted account that is not used for allowable and documented expenses, are paid to the faculty member through payroll and are subject to tax withholding.
- d. Post-Sabbatical-Leave Obligations
- i. A faculty member who is granted a sabbatical leave must agree to return to the University and serve for at least three years. If she or he receives University funding for sabbatical leave and thereafter accepts another position or declines employment at the University before the end of the three-year period, the individual is expected to repay all or an equitable portion of the grant to the University. The term “grant” here includes the salary and other University-funded sabbatical allowances awarded to the faculty member.
 - ii. At a scheduled time and place determined by the Provost, the faculty member will make a presentation about her or his sabbatical project to the Faculty.
- e. The maximum number of sabbatical leaves to be granted annually is established each year by the Board of Trustees upon recommendation from the President.
- f. When a sabbatical leave has been approved and taken, the next contract year begins a new service period as related to the eligibility for further sabbatical leave.

7. Financial Assistance for an Advanced Degree

Faculty members employed by the University should assume that the minimum level of preparation to qualify for permanent employment is either a terminal degree or its equivalent. A terminal degree is normally defined as a doctorate in a faculty member's major discipline; sufficient graduate work together with years of experience may in some instances fulfill the equivalency requirement (III.E.9.c). Should a full-time faculty member be enrolled in a program leading to the completion of the terminal degree the University provides the following financial assistance.

- a. Dissertation Costs: Faculty members may, upon successful completion of the doctorate, submit a request for reimbursement of 50% of the defense costs. That includes final fees, printing costs and one round-trip air fare to defend the dissertation.
 - i. Eligibility: Requires written recommendation from the faculty member's Dean and responsible Cabinet member (the Provost).
 - ii. Reimbursement Terms: Reimbursement begins upon posting of the degree, and is paid to the employee via semi-monthly payroll over a period of 12 months. Reimbursements end before 12 months in the event the employment is terminated for any reason.
- b. Leave of Absence for Graduate Study: Upon recommendation of the Dean to the Provost and with the approval of the President and the Board of Trustees, a member of the University faculty with 30 semester hours of credit completed toward an advanced degree may be given a Leave for Graduate Study, at an institution approved by the University for such study, for a period of as much as one full year and one summer with the length of the period to be specified at the time such leave is granted.

- i. Financial Assistance: The University will reimburse 50% of expense of the leave up to a maximum of 75 percent of the salary being received at the time such leave is granted.
- ii. Reimbursement Terms: Reimbursement begins upon posting of the degree, and is paid to the employee via semi-monthly payroll over a period of 60 months. The reimbursement ends before 60 months in the event the employment is terminated for any reason.
- c. Part-time Graduate Study While a Full-time Faculty Member: Upon recommendation of the Dean to the Provost and with the approval of the President, a member of the University faculty may receive support to work toward a terminal degree while maintaining full-time teaching position.
 - i. Financial Assistance: The University will reimburse 50% of the costs of tuition and fees for up to eight consecutive semesters.
 - ii. Reimbursement Terms: Reimbursement begins upon posting of the degree, and is paid to the employee via semi-monthly payroll over a period of 60 months. The reimbursement ends before 60 months in the event the faculty member elects not to return to the University for any reason. In the event the University elects not to continue the services of said faculty member the University will complete the reimbursement of 50% of the total costs incurred to the date of termination.

M. General Grievance Procedures (BOT)

1. Preamble

There are numerous appeals procedures throughout this *Faculty Handbook* which apply to specific situations which should be followed prior to the general grievance procedures below. If the grievance pertains to denial of Promotion or negative Summative review there is a specific appeal process in place (III.F.14) which must be used. If the grievance pertains to dismissal for adequate cause or termination for severe mental or physical illness, there is a specific appeal process in place (III.I.4.e) which must be used.

- a. The purposes of the general grievance procedures are to provide a means of identifying, clarifying, and rectifying personnel problems that may arise within the academic community. In order to promote and encourage congenial, collegial relationships, it is imperative that disputes be defined and resolved as quickly as the basic principle of fairness permits and at the earliest stage possible.
- b. A great deal of value is placed upon the individual in the grievance procedures. People are a paramount concern within this University, which seeks to develop a community based on Biblical principles. Each person is seen to be an active contributor to the spirit of this place. It is, therefore, expedient that potentially disruptive problems be resolved quickly, fairly, and in keeping with Biblical injunctions.
- c. A faculty member who believes she or he has a personnel problem shall have the right to address the problem and to have the grievance considered in good faith.

2. Definitions

- a. The term “grievance” as used in the *Faculty Handbook* refers to any complaint by a faculty member(s) directed against a fellow faculty member(s), the University, any administrative unit, office or standing committee alleging there has been a violation, misapplication, or misinterpretation of a term or terms of the items described in (III.M.2.b).
- b. Grievable items involve the violation, misapplication, or misinterpretation of:
 - i. any Federal or State statute or law with respect to contract, salary, fringe benefits, workload, working conditions, promotion, tenure, or reappointment; or
 - ii. the Point Loma Nazarene University *Faculty Handbook*.
- c. The term “appropriate administrator” as used in this section refers to the administrator to whom the employee is normally accountable, or the administrator who has been designated by the President to act pursuant to this section.
 - i. Normally the appropriate administrator for a faculty member is the Academic Unit

Leader.

- ii. If the Academic Unit Leader is either a grievant or a respondent, the appropriate administrator is the Dean or Provost.
 - d. The term “grievant(s)” as used in this section refers to a ranked faculty member(s), part-time faculty member(s), or adjunct faculty member(s) who allege(s) that a grievance exists as set forth under (III.M.2.b) above.
 - e. The term “respondent(s)” as used in this section refers to the person, persons, or body of persons to whom the grievant(s) is directing the complaint.
 - f. The grievance procedures are considered terminated at each stage unless one of the parties requests the next stage in writing within ten (10) business days following the conclusion of a given stage.
3. Informal Resolution
- a. The grievant(s) is encouraged to attempt to resolve the grievance informally with the respondent(s). To assist in an informal resolution of any grievance, the parties may singularly or jointly request an informal meeting with the Chair of the Faculty Council, and/or the Provost, who will inform the other party.
 - b. In situations where the grievant(s) involve either the Chair of the Faculty Council or the Provost, the parties may also request an informal meeting with the President.
 - c. The informal resolution stage is not a prerequisite to initiate the Formal Procedure I stage (III.M.4). No grievant will be prejudiced against by her or his failure to informally attempt to resolve any grievance.
 - d. A resolution of a grievance at the informal stage shall not be precedent setting.
4. Formal Procedure I
- a. The grievant(s) may file a written Grievance Form, available online, with the appropriate administrator and the President no later than thirty (30) days after the grievant(s) knew, or reasonably should have known, of the event giving rise to the grievance.
 - i. The grievant(s) shall state clearly and concisely the alleged grievance, giving a description of the grounds for the grievance, including names, dates, places, times, and the facts necessary for a complete understanding of the grievance, together with the date of its submission.
 - ii. The grievant(s) shall propose a resolution of the grievance.
 - b. The appropriate administrator shall provide the respondent(s) with a copy of the written grievance.
 - c. A Hearing Committee of five (5) tenured faculty members and/or administrators shall be selected consisting of one member chosen by the grievant(s), one member chosen by the respondent(s), one member chosen by the President, one member chosen by the Chair of the Faculty Council, and a fifth person selected as chair of the Committee by the four appointed members.
 - i. Should the President be the respondent, her or his appointee will be selected by the Provost.
 - ii. Should the Chair of the Faculty Council be the grievant or the respondent, her or his appointee will be selected by the Vice Chair of the Faculty Council.
 - d. The Hearing Committee shall investigate the grievance, insure that the grievance procedures are followed, hold hearings, render its decision to the President, and transmit the master file of materials to the Office of the President.
 - i. The Hearing Committee shall have the authority to compel university employee witnesses to attend and to respond to questions. At least one hearing shall be held during which time both the grievant(s) and the respondent(s) shall be present and shall be entitled to present their respective cases. No hearings will be held for the purpose of taking testimony from one party (grievant(s) or respondent(s)) unless the other party is also in attendance.

- ii. The Hearing Committee shall review all documents and present its decision, together with its reasons for same, no later than twenty-one (21) days after the selection of its chair. The President, the grievant(s), and the respondent(s) shall be notified in writing of the decision of the Hearing Committee by personal delivery or deposit in the U.S. Mail. If mail delivery is used, it shall include a proof of service by mail which shall establish the date of filing.
 - iii. A master file of materials shall be maintained and shall be available to the grievant(s) and respondent(s) and for possible later appeals or hearings.
 - iv. The Hearing Committee shall have the power to decide whether the hearing(s) shall be public or private. If private, the grievant(s) and respondent(s) shall have the right to invite one faculty member or administrator each to all meetings of the Hearing Committee.
 - e. The President shall indicate in writing her or his acceptance or rejection of the decision of the Hearing Committee within ten (10) days of receiving the Hearing Committee's decision. The grievant(s) and the respondent(s) shall be notified in writing of the President's decision by personal delivery or deposit in the U.S. Mail. If mail delivery is used, it shall include a proof of service by mail which shall establish the date of filing.
5. Formal Procedure II
- a. In the event that the grievance is not resolved to the satisfaction of all parties in Formal Procedure I, the grievant(s) or the respondent(s) may appeal the resolution to the Chair of the Board of Trustees in writing within ten (10) business days following receipt of the President's acceptance or rejection of the decision of the Hearing Committee. This appeal shall also contain a statement as to why the Formal Procedure I resolution was not acceptable.
 - b. A three-member Review Panel of the Board of Trustees, elected by the Board of Trustees, will review the grievance within twenty-one (21) days of receipt of the appeal.
 - i. The President shall provide the Panel with a full record of the case and the master file of materials associated with the case.
 - ii. The Panel shall grant opportunity for oral and written arguments by the principals or their representatives.
 - iii. Both the grievant(s) and the respondent(s) are to be present during oral arguments and copies of written arguments shall be made available to both parties. All time periods for the presentation of the oral arguments and the filing of written arguments will be set by the Panel.
 - c. The Review Panel will submit its decision in writing to the Chair of the Board of Trustees, the President, the grievant(s), and the respondent(s) within twenty-one (21) days of its final meeting. Service on the parties will be by personal delivery or deposit in the U.S. Mail. If mail delivery is used, it shall include a proof of service by mail which shall establish the date of filing.
6. Formal Procedure III
- a. In the event that the grievance is not resolved to the satisfaction of all parties in Formal Procedure II, the grievant(s) or the respondent(s) may appeal the resolution to the entire Board of Trustees in writing within ten (10) business days following the receipt of the decision of the Review Panel. The written appeal is filed with the Chair of the Board of Trustees, with a copy to be served concurrently on the other party and the President.
 - b. The President shall present the matter to the Board of Trustees at the next regularly scheduled meeting. If the President is a respondent, the Chair of the Board of Trustees will present the matter.
 - i. The Board of Trustees will be given a full record of the case and shall grant opportunity for oral and written arguments by the principals or their representatives.
 - ii. Both the grievant(s) and the respondent(s) are to be present during oral arguments and copies of written documents which may be submitted shall be made available to both

- parties. All time periods for the presentation of the oral arguments and the filing of written arguments will be set by the Board of Trustees.
- c. The Board of Trustees will submit its decision in writing to the President. The President will inform the grievant(s) and the respondent(s) of the Board of Trustees' decision in writing. Service on the parties will be by personal delivery or deposit in the U.S. Mail. If mail delivery is used, it shall include a proof of service by mail which shall establish the date of filing.
 - d. The decision of the Board of Trustees is final and terminates the grievance procedures.

N. Faculty Members' Personnel Files

1. Introduction
 - a. The official personnel file for each faculty member shall be maintained by the Office of Academic Affairs. This personnel file shall contain all documents concerning the faculty member's employment that are required to be produced and maintained under the provisions of Section III of this *Faculty Handbook*.
 - b. The official personnel file shall consist of three separate sections: the pre-employment file, the permanent personnel file, and the grievance file. Some of these files may be empty.
 - c. The President and the Provost shall have unlimited access to all faculty members' personnel files.
 - d. Official personnel files shall be maintained during the entire duration of a faculty member's employment. Following separation for any reason, personnel files shall be maintained.
2. Pre-Employment File
 - a. Materials submitted for initial employment, including letters of application and recommendation, shall be maintained in the pre-employment section of the official personnel file. Faculty members shall not have access to this section of the file.
 - b. Following separation for any reason, the pre-employment file shall be destroyed.
3. Permanent Personnel File
 - a. The permanent personnel file contains the following materials:
 - i. original copies of all contracts of employment;
 - ii. a current curriculum vitae;
 - iii. letters and memoranda related to reappointment, promotion, or tenure application, final judgments, and feedback letters resulting from annual evaluations, promotion, or tenure decisions;
 - iv. Self-Academic Unit Leader Evaluations, Peer Evaluations, and Student Evaluations;
 - v. records on benefits, leaves, or awards for faculty development activities;
 - vi. memoranda to faculty members, written by the Provost, which document decisions regarding conflict of interest (III.J.5.d) or outside employment (III.J.6);
 - vii. memoranda to faculty members, written by the Provost, which document either noteworthy accomplishments of or disciplinary warnings to (III.I.7) a faculty member; and
 - viii. correspondence from the faculty member, including notification of accomplishments, reports on the outcome of faculty development activities, and statements that clarify, correct, or refute comments contained in any document maintained in the permanent file.
 - b. Faculty members shall have access to their own permanent personnel file at any time during regular business hours. Faculty members may not remove items from the file, nor remove the file from the office in which it is housed. Review of the permanent personnel file must always occur in the presence of personnel from the office in which the file is housed.
 - i. All portions of the permanent personnel file, except for evaluations, shall be housed in the Office of the Provost.
 - ii. The evaluation portion of the permanent personnel file shall be housed in the Office of the Dean.

- iii. Faculty members may request copies, at their own expense, of any material in their permanent personnel file.
 - a) For portions of the file kept electronically, the faculty member will be provided with print-outs.
 - c. Members of the Rank and Tenure Committee shall have access to the relevant portions of a faculty member's permanent personnel file only during the time period associated with and only for the express purpose of carrying out the evaluation of the faculty member.
 - d. Faculty members' permanent personnel files are to be treated confidentially by all faculty members and administrators. Breach of confidentiality constitutes a clear violation of the *Faculty Handbook*.
 - e. Since faculty members have the right to copies of material in their own permanent personnel files, they may choose to share copies of such materials with other professionals for the purpose of obtaining advice and consultation regarding personnel matters. Faculty members and administrators with whom these copies are shared are bound by the policies of confidentiality.
4. Grievance File
- a. Materials submitted in the process of filing an official grievance (III.M) shall be maintained in a separate grievance file to which only the faculty member, the relevant committees and panels as determined by the grievance stage, the Provost, and the President shall have access.
 - b. Faculty members may submit, as part of their grievance file, copies of documents that are maintained in their permanent personnel file and which the grievant(s) deems relevant to their grievance.
 - c. This file shall be maintained by the Provost.
5. Purge Procedure
- a. Faculty members may enter statements in their official personnel file which clarify, correct, or refute material therein, and such statements shall be attached to the applicable documents in the file.
 - b. Faculty members seeking to purge their official personnel files of any documentation shall make a written request to the Provost, including specific reasons for the purging.
 - c. The Provost shall consult with the Rank and Tenure Committee prior to rendering a decision on the request to purge.
6. Faculty Members' Evaluation Files
- a. The faculty member's evaluation file consists of the documentation gathered in preparation for faculty member evaluation. It includes the full evaluation packet and the application portfolio along with any associated materials.
 - b. This faculty member evaluation file is submitted by the faculty member to the Dean, who maintains it for use by the Rank and Tenure Committee for the purposes of evaluation.
 - c. After the faculty member's evaluation has been completed, the Dean enters the full evaluation packet into the faculty member's permanent personnel file. The application portfolio itself and associated materials shall not be considered part of the permanent personnel file. Responsibility for maintaining the application portfolio and associated materials rests exclusively with the faculty member.

IV. Contractual Faculty Member Responsibilities

A. Preamble (BOT)

This section on “Contractual Faculty Member Responsibilities” is a part of the contract of employment of every person with faculty appointment, unless explicitly noted. All faculty members shall be familiar with and abide by the policies and procedures of this section as a condition of their employment with the University.

B. Attendance at University Functions

1. Chapel
 - a. Full-time faculty members are expected to attend regularly scheduled chapel services and special faculty chapels unless occasionally prevented from doing so by special circumstances. Chapel participation is an annual contractual commitment. The chapel service is a meaningful symbol of the unique Christian character of the University.
 - b. Most student assemblies and similar events usually do not require faculty members’ presence, though faculty members’ participation is encouraged.
2. Spiritual Renewal Week and Convocations
 - a. Special religious emphasis events are part of the Point Loma Nazarene University experience. These include Spiritual Renewal Week (one per semester), lecture series, and other special activities. Additional service times may be scheduled during the day and in the evening.
 - b. Faculty members are expected to participate in these activities where possible.
3. Fall Faculty Gatherings
 - a. Several gatherings occur at the start of each academic year.
 - i. Faculty development seminars are arranged by the Provost.
 - ii. An annual Community Celebration service occurs that begins the new academic year in community worship and honors those employees who have reached significant milestones in their service to the University.
 - iii. A convocation is held for faculty members and relevant administrative staff members. This convocation is primarily the responsibility of the Provost.
 - iv. A day is set aside following this convocation for department and school meetings.
 - b. All full-time and part-time faculty members are expected to attend the development seminars, the Community Celebration service, the convocation, and the Academic Unit meetings.
4. Commencement Activities
 - a. All full-time and part-time faculty members and administrators are required to appear in appropriate academic apparel at their appropriate Commencement ceremony and other designated occasions. Adjunct faculty members may be invited, but are not required, to participate.
 - b. The University, through the Records Office, provides such apparel for all faculty members who need and request it.

C. Course Management

1. Course Syllabi
 - a. Each faculty member shall prepare a syllabus for each assigned course for distribution to students at the opening class session.
 - b. Each Academic Unit Leader normally maintains a current file of all of that department’s or school’s course syllabi.
 - c. The syllabus must include the starred items in the Undergraduate Syllabus Template or the Graduate Syllabus Template both of which are available online.
 - d. The syllabus should include the rest of the items in the templates listed above (IV.C.1.d).

2. Devotions in Class
 - a. The tradition of beginning each class session with brief devotions symbolizing the Christian emphasis of the University is of long standing and should be taken seriously.
 - b. Faculty members may choose to begin or end class with a devotional thought or to integrate devotional ideas into the regular flow of the class as appropriate. There is no one way in which this should be done due to the diversity of experiences of each faculty member's faith journey and the diversity of disciplinary content that exists across the University. The important element is that faculty members are committed to demonstrating to their students in authentic ways how their faith in Christ impacts their day-to-day life and work.
3. Meeting of Classes
 - a. Each faculty member should be punctual and consistent in the regular meeting of her or his classes. Any deviation from this standard is a matter of considerable seriousness.
 - b. Necessary Absences from Classes
 - i. In the case of illness, the faculty member should notify the Academic Unit Leader as soon as possible. An Academic Unit Leader suffering illness should report to the Dean or Provost.
 - ii. Occasional absences for professional reasons must be approved in advance by the Academic Unit Leader. An Academic Unit Leader must have all absences for professional reasons approved in advance by the Dean or Provost.
 - iii. The faculty member must make appropriate arrangements for classes missed.
 - iv. All unapproved absences, as well as approved absences for other than professional reasons, will normally result in loss of salary for time missed.
4. Office Hours
 - a. Faculty members are expected to keep regular office hours. The commitment of the University to be of service to its students is nowhere more clearly exemplified than in the area of faculty-student interaction. Much of this takes place outside the formal teaching setting.
 - b. Each full-time faculty member will have a minimum of ten (10) office hours per week. These hours will be scheduled during the normal working day. The hours are to be listed in the faculty member's course syllabi and posted in the Academic Unit.
 - c. The University places high priority upon teaching and the teaching function. It is expected that full-time faculty members are normally on campus daily. Any exception should be carefully worked out in advance with the Academic Unit Leader or Dean.
5. Grade Records
 - a. The maintenance of accurate student grades, in written or electronic form, is the responsibility of each faculty member.
 - b. Each faculty member must maintain a record of student performance in class and attendance. Final grades must be submitted as directed by the Vice Provost for Academic Administration by the deadline specified in the annual academic calendar.
 - c. Faculty members' records of student grades are University property. Although the records remain with the faculty members during their tenure at the University, they are to be filed with the appropriate Academic Unit Leader upon the faculty member's separation from the University.
6. Class Lists
 - a. Class lists are generated by the student registration process and are available to faculty members online.
 - b. Each faculty member is responsible for communicating discrepancies in her or his class lists to the Records Office.

D. Student Advisement

1. The student advisement program at the University recognizes that students have advising needs in a variety of categories: course selection, choice of a major, improvement of study skills, accommodations for learning disabilities, etc.
2. The Academic Support Center provides initial advisement to incoming students and advisement to students who have not declared a major.
3. Once a student declares a major, academic advisement is done by faculty members in the Academic Unit of the student's major. Individual assignments to a faculty advisor are made by the Academic Unit Leader.
4. The responsibilities of faculty members with respect to academic advising include, but are not limited to:
 - a. scheduling office hours to meet advising responsibilities;
 - b. advising students regarding their performance in classes;
 - c. assisting students in setting academic goals;
 - d. assisting students as they explore vocational calling;
 - e. informing students of University curriculum requirements;
 - f. clearing students for registration;
 - g. maintaining appropriate records of advising; and
 - h. providing referrals to appropriate student services, as necessary.

V. Institutional Policies

A. Benefits

1. Faculty members should consult the Office of Human Resources for the terms and conditions of benefits the University provides.
2. The Board of Trustees reviews the benefits package annually as an integral part of approving the University budget. (BOT)
3. The President will notify the Faculty Council as soon as possible if there will be a significant change to the benefits package available to faculty members. The President shall specify a reasonable time period (not less than 30 days) within which a Faculty response to the proposed change shall be communicated to the President by the Faculty Council. The President's final action with respect to the proposed benefits change shall occur after the Faculty response is received from the Faculty Council or the time period expires.

B. Professional Growth

1. Professional Development Funds
 - a. An annual allotment of \$1,000 in professional development funds is available to all full-time faculty members to support membership renewal in professional organizations and travel to professional meetings.
 - i. Up to 40% of the annual allotment may be used for non-travel professional development support (memberships, books, etc.).
 - ii. Up to 50% of the annual allotment may be carried forward to the next year.
 - iii. A faculty member engaged in graduate study may request that her or his professional development funds be applied toward graduate tuition expenses,
 - iv. All transactions require documentation and receipts and must be approved by the Provost.
 - b. Procedure for Professional Membership Support
 - i. The University encourages faculty members to be active in appropriate professional associations.
 - ii. To request that professional development funds be used to support a professional membership, the faculty member must submit to the Office of the Provost:
 - a) a check request payable to either the association or the faculty member; and
 - b) the membership renewal invoice statement or receipt.
 - c. Procedure for Travel to Professional Meetings Support
 - i. Faculty professional travel refers to expenses incurred in travel, lodging, food, and registration for attendance at professional seminars, workshops, and conventions. Special independent study and research projects related to the faculty member's discipline, such as travel to a specific library for research or course work, are also included in this category.
 - ii. These funds do not support expenses related to travel for official University representation or instructional functions.
 - a) To request that professional development funds be used to support professional travel, the faculty member must, on completion of the trip, complete an expense report, available online, and include all receipts.
 - 1) If the faculty member owes the University money back, the money must be sent directly to the Office of Accounting.
 - 2) If the faculty member is owed money from professional development funds in her or his account, the expense report will be evaluated by the Office of the Provost for approval.
2. Financial Assistance for an Advanced Degree
See (III.L.4)

3. Tuition Assistance
See (III.L.4)
4. Sabbatical Leave
 - a. The purpose of sabbatical leave is for professional renewal as a scholar and teacher. Sabbatical leave proposals must demonstrate value to the University, the faculty member's life as a professional, teacher and scholar, and improved stature in her or his discipline.
 - b. The sabbatical leave policy, including eligibility, parameters of the leave of absence, and obligations attached to the leave, is found in (III.L.3).
 - c. Sabbatical Policies
 - i. Policies are in place for application, selection process and criteria, and for accessing restricted accounts (Appendix-V.L.4.c).
5. Research and Special Projects Fund (RASP)
 - a. The basic purpose of the RASP Fund is to assist faculty members who desire to do research in their area of specialization, but have not been able to obtain funding for the projects. It is designed to cover research and project expenses, but not to provide compensation for faculty members' time. The research may be carried on during regular semesters or during the summer.
 - b. The RASP Fund is administered by the Provost.
 - c. Policies are in place for selection priorities, procedures, use of funds, and reporting (Appendix-V.L.5)
6. Wesleyan Center for 21st Century Studies
 - a. The Wesleyan Center for 21st Century Studies provides opportunities for faculty members and students to explore our Wesleyan heritage and its implications for the 21st century. It assists Point Loma Nazarene University faculty members to better fulfill their transformational roles as Christian scholars in the world.
7. Center for Teaching and Learning
 - a. The Center for Teaching and Learning works to encourage and empower faculty members to develop their teaching craft and to become more intentional in their pedagogy. Since teaching remains faculty members' primary contact with students, faculty members' teaching needs to reflect both the standards of professional disciplines and the relational values of the University's Wesleyan theology.
 - b. The programs of the Center for Teaching and Learning aim to support faculty members' efforts towards teaching excellence and to create spaces where faculty members can meet to talk about their teaching.
8. Faculty Discourse
 - a. The purpose of faculty discourse groups is to provide an opportunity for faculty members to discuss important topics related to the Wesleyan tradition on a broad, cross-disciplinary basis.
9. Faculty and Student Research
 - a. The Office of the Provost attempts to provide programmatic support in the enhancement of research at the University.
 - b. Some funds are available on request from the Provost for faculty members who are able to involve promising departmental majors as co-researchers in the faculty member's research with the purpose of getting joint student-professor publications and of enabling students to present their research results in some fully professional arena, such as at a disciplinary conference or an undergraduate research conference.

C. Freedom from Harassment (PLNU Cabinet Approval - June 2008)

The university is committed to providing a work, learning and living environment that is free of harassment—an environment that supports the mission of PLNU. Based on this mission, all members of our community have the right to work, study and communicate with each other in an atmosphere free of harassment. Therefore, the university prohibits sexual harassment and harassment based on

race, color, national origin or ancestry, sex, age, physical or mental disability, or any other basis protected by federal, state, or local laws. Harassment in any form—verbal, physical, or visual—is strictly prohibited.

1. Definitions

- a. PLNU’s anti-harassment policy applies to all persons involved in the university, including supervisors, managers, and administrators as well as co-employees, students, vendors and any other persons.
- b. Prohibited harassment refers to behavior that is unwelcome, is personally offensive, and creates an intimidating or offensive work or academic environment. Conduct may be inappropriate and contrary to this policy even though it was not intended to cause harm. It is the effect on the recipient that is relevant.
- c. Prohibited harassment includes, but is not limited to, the following behaviors:
 - i. Physical conduct including unwelcome touching or hugging, impeding or blocking normal movement, leering, or interfering with work because of sex, race, or any other protected basis.
 - ii. Verbal conduct such as derogatory comments, slurs, or jokes, crude or vulgar language, whistling or catcalling, unwanted sexual advances, invitations or comments.
 - iii. Visual displays of sexually suggestive or derogatory objects, pictures, cartoons, or posters.
 - iv. Threats or insinuations that submitting to sexual requests is a condition of continued employment, academic progress or to avoid some other loss of an employment or academic benefit.
 - v. Retaliation or threat of retaliation for reporting or threatening to report harassment.
- d. In accordance with state law, and in order to cultivate a respectful, productive working and learning environment that supports our mission, all faculty members and staff members must complete a mandatory sexual harassment prevention training program within the semester of hire and every two years thereafter. Continued employment at PLNU is contingent on fulfilling this requirement.

2. How to Report Harassment

Any employee who feels they have been subjected to sexual or other harassment or inappropriate conduct based upon one or more protected characteristics by an employee or a non-employee should immediately inform the offending party that their conduct is unwelcome and tell them to stop the behavior. However, if the initial incident is severe or you feel uncomfortable doing so, or if after doing so the situation has not been satisfactorily resolved, you should immediately report the incident either verbally, or in writing, to your supervisor, department head, or the Office of Human Resources.

University administrators or supervisors who learn of or observe harassing or inappropriate conduct must promptly inform the Office of Human Resources. Failure to do so may result in discipline.

The University will undertake an investigation of the harassment allegations and will attempt to keep the investigation as confidential as possible. The person(s) accused of the policy violation will have a full opportunity to respond to the allegations, and the university or its designee will interview relevant witnesses. If the university determines that its policies have more likely than not been violated, disciplinary action, up to and including termination, will be taken. There will be no reprisal or retaliation against persons who make good faith reports or participate in good faith in any investigation or proceeding. Any individual engaging in conduct contrary to university policy may be personally liable in any claim brought against them.

University employees have an obligation to take advantage of this complaint procedure to stop unwelcome harassment and prevent future harassment.

In addition to following the required internal complaint procedure, employees should also be aware that the Equal Employment Opportunity Commission (EEOC) and the California Department of Fair Employment and Housing (DFEH) investigate and prosecute complaints of unlawful harassment in employment. In addition to notifying the University, employees may also direct their complaints to the EEOC or to the DFEH, which may be contacted by consulting the government agency listings in your local telephone book.

D. VAWA (Violence Against Women Act)

Sexual Assault, Dating Violence, Domestic Violence and Stalking Policy

1. Standards of Conduct
 - a. Sexual assault, dating violence, domestic violence and stalking are serious violations of law and University policy. In addition, they violate the sanctity of the human body and spirit and will not be tolerated within the Point Loma Nazarene University (PLNU) community.
2. Definitions
 - a. "Sexual assault" means any offense classified as a forcible or non-forcible sex offense under the uniform crime reporting system of the Federal Bureau of Investigation, including rape, forcible sodomy, sexual assault with an object, forcible fondling, incest and statutory rape.
 - b. "Dating Violence" means violence by a person who has been in a romantic or intimate nature with the victim. Whether there was such relationship will be gauged by its length, type, and frequency of interaction.
 - c. "Domestic Violence" includes asserted violent misdemeanor and felony offenses committed by the victim's current or former spouse, current or former cohabitant, person similarly situated under domestic or family violence law, or anyone else protected under domestic or family violence law.
 - d. "Stalking" means a course of conduct directed at a specific person that would cause a reasonable person to fear for her, his, or others' safety, or to suffer substantial emotional distress.
3. Following a Sexual Assault, Dating Violence, Domestic Violence or Stalking
 - a. If you are in danger call 911.
 - b. A victim of sexual assault, dating violence, domestic violence or stalking is advised immediately to make a report as soon as possible to the Department of Public Safety at (619) 849-2525, the Title IX Coordinator (Vice President for Student Development) at (619) 849-2479 and/or to the San Diego Police Department at (619) 531-2000. Crimes or suspected crimes can also be reported anonymously on this DPS website. University personnel are required by law to assist victims in contacting the appropriate law enforcement authorities if the victim so chooses, though the victim has a right to decline to notify such authorities. Timely reporting of sexual assaults is an important part of preventing the commission of similar crimes by the same individual in the future.
 - c. Additionally, it is important to preserve evidence as may be necessary to prove criminal sexual assault, dating violence, domestic violence or stalking, or to obtain a protection order. To aid in the prompt and accurate collection of evidence following a sexual assault, it is recommended that the victim not shower, wash, or douche; use the toilet; or change clothes prior to medical examination. All reports of sexual assaults, dating violence, domestic violence and stalking will be handled in such a way as to protect the identity of the victim to the extent permissible by law. Disclosures of the offense in the university Daily Crime Log and/or the Annual Security Report and/or in a warning to the campus community will not contain any information readily identifying the victim.
 - d. Whether or not an individual makes an official report, he or she is urged to seek appropriate

- help, which may include medical evaluation, obtaining information, support, and counseling, either on or off campus.
4. Victim Assistance
 - a. The Student Success and Wellness - Wellness Center, located on the first floor of Nicholson Commons, offers health, and counseling services to students who are victims of sexual assaults, dating violence, domestic violence and stalking. Appointments can be made in person or by phoning (619) 849- 2574. The Student Success and Wellness - Wellness Center is also able to provide referrals for off-campus health, and counseling.
 - b. The Emergency Rape Crisis Hotline at (888) 385-4657 is staffed by counselors who are specifically trained to help rape victims and to offer confidential support and information about legal, medical and mental health resources.
 - c. Victims of alleged sexual assault, dating violence, domestic violence and stalking may request a change of academic schedule, work, residential living, and transportation situations. The University is legally obligated to grant such requests if the changes are reasonably available regardless of whether or not the victim chooses to report the crime to law enforcement.
 - d. The University will make a reasonable effort to accommodate orders of protection, no-contact orders, restraining orders, or similar orders issued by a criminal, civil, or tribal court obtained by victims of sexual assaults, domestic violence, dating violence, and stalking. Once obtained, the victim should provide a copy of the order(s) to a University official.
 - e. Victims who report alleged sexual assaults, domestic violence, dating violence, and stalking- whether they occurred on or off campus- will be provided with a written explanation of their rights and options as covered by this policy.
 5. Education and Prevention Programs
 - a. Educational and ongoing awareness and training programs will be provided for employees that:
 - i. Defines and identifies domestic violence, dating violence, sexual assault and stalking as prohibited conduct.
 - ii. Provide a description of appropriate actions for bystander intervention. Bystander intervention refers to positive actions that can be taken by individual to prevent harm or intervene when there is a risk of dating violence, domestic violence, sexual assault or stalking
 - iii. Resources available to all employees
 6. Enforcement
 - a. Violation of these Standards and Protocols will result in appropriate legal and/or administrative action, up to and including dismissal from the University. Violation of these standards and protocols also may subject the offender to criminal prosecution or third party civil litigation.

E. Substance Abuse

1. Point Loma Nazarene University (PLNU) seeks to provide a safe, healthy and productive work environment for all its employees. In accordance with this goal, the University strives to maintain a workplace that is free from the illegal use, possession or distribution of:
 - a. controlled substances, as defined in Schedules I through V of the Controlled Substances Act 21, U. S. Code 812, as amended; and,
 - b. illegal drugs, defined as any drug which is not legally obtainable or any prescribed drug being used other than for its prescribed purpose.
2. PLNU also prohibits the possession, manufacture, distribution, dispensation, sale, offer to sell, purchase and/or use of illicit drugs. Given the potentially destructive consequences of addictive

behavior, the use or possession of alcoholic beverages and tobacco on the PLNU campus, its branch campuses, or at any activities sanctioned or sponsored by the university or where students are present is also prohibited.

3. Employment Conditions

- a. As a condition of employment, all employees of the University are required to adhere to this policy. They are also required to report any conviction under a criminal drug statute for a violation occurring in the workplace, no later than five days after the conviction, to the Office of Human Resources. Employees found to have violated the tenets of this policy are subject to disciplinary action up to and including the suspension or termination of employment.
- b. All employees are expected to report to work with no controlled substances, illegal drugs or their metabolites or alcohol in their system. When the University has reasonable suspicion that an employee is, or may be, affected or impaired on the job by alcohol, controlled substances or illegal drugs or when the University has reasonable suspicion that alcohol, controlled substances or illegal drugs are, or may be, present in the employee's bodily system in violation of these rules, an employee may be required to submit to an alcohol/drug screen test immediately upon demand by the University. Refusal to submit to such a test, or failure of such a test, will lead to disciplinary action up to and including termination of employment. Some employees may be subject to additional testing under Department of Transportation regulations.

4. Health Risks

- a. Point Loma Nazarene University is concerned about the harm that results from using or abusing drugs and alcohol:
 - i. All drugs are toxic or poisonous when abused. Health risks of drug abuse include, but are not limited to, sleep disorders, deep depression, paranoia, confusion, hallucinations, malnutrition, cardiac irregularities, hepatitis, liver and kidney damage, and neurological damage.
 - ii. Alcohol is a depressant. It depresses the central nervous system and can cause serious physical damage. Excessive drinking damages the liver, resulting in cirrhosis. Chronic alcohol abuse also causes hypertension, cardiac irregularities, ulcers, pancreatitis, kidney disease, memory loss, tremors, malnutrition, vitamin deficiencies, cancer of the esophagus, liver, bladder or lungs, and possibly sexual dysfunction.
 - iii. Abuse of either alcohol or drugs during pregnancy increases the risk of birth defects, spontaneous abortion and still births.

5. Local, State and Federal Legal Sanctions

- a. Local, State and Federal laws establish severe penalties for unlawful possession or distribution of illicit drugs and alcohol. These sanctions, upon conviction, may range from a small fine and probation to imprisonment for up to one year or a \$1,000 fine, or both. In the case of possession and distribution of illegal drugs, these sanctions could include the seizure and summary forfeiture of property, including vehicles. It is especially important to know that recent Federal laws have increased the penalties for illegally distributing drugs to include life imprisonment and fines in excess of \$1,000,000. Some examples of local or State laws are:
 - i. The purchase, possession, or consumption of any alcoholic beverages (including beer and wine) by any person under the age of 21 is prohibited.
 - ii. It is not permissible to provide alcohol to a person under the age of 21. Selling, either directly or indirectly, any alcoholic beverages, except under the authority of a California Alcoholic Beverage Control License, is prohibited.
 - iii. It is a felony to induce another person to take various drugs and "intoxicating agents" with the intent of enabling oneself or the drugged person to commit a felony. The person who induced the other may be a principal in any crime committed.

6. Employee Assistance

- a. Point Loma Nazarene University recognizes drug and alcohol dependency as treatable conditions. Employees requiring assistance are encouraged to utilize the services of the Employee Assistance Program (EAP) offered through Horizon Health – 800-342-8111 or www.horizoncarelink.com (login ID: ptloma; password: eap). The Office of Human Resources is also available to help employees identify appropriate treatment resources and will refer them to treatment or rehabilitation programs, including the EAP. The EAP provides confidential assessment, referral and short-term counseling for employees. If an EAP referral to a treatment provider outside the EAP is necessary, costs may be covered by the employee's medical insurance. Literature regarding substance abuse is available in the University Wellness Center.

F. Non-Smoking Environment

1. Point Loma Nazarene University provides a non-smoking environment. No smoking is permitted on the PLNU campus, in areas perceived to be part of the PLNU campus, at its offsite locations, or in the presence of PLNU students at any time. Employees found to have violated the tenets of this policy are subject to disciplinary action up to and including suspension or termination of employment.

G. Workplace Violence

1. Point Loma Nazarene University strives to provide employees a safe environment in which to work; therefore, threats or acts of violence against employees or students will not be tolerated.
2. A faculty member should notify her or his Academic Unit Leader, Dean, the Director of Public Safety, or the Associate Vice President for Human Resources of any threats or acts of violence she or he witnesses or knows about, as well as any behaviors observed on campus that raise concerns.
3. The University, at its discretion, may obtain a restraining order in the interest of protecting employees and students from threats or acts of violence. The University's response to threats or acts of violence could also include prosecution, suspension, termination, removal from campus property, and/or other remedies deemed appropriate.
4. Point Loma Nazarene University employees may not possess weapons or firearms on campus.
 - a. Examples of weapons include hunting knives, martial arts weapons and fireworks.
 - b. A firearm is defined in section 12001 of the California Penal Code.
 - c. California Penal Code Section 626.9(i) states that "Any person who brings or possess a firearm upon the grounds of...any private university or University, unless it is with the written permission of the university or University president, her or his designee...shall be punished by imprisonment in state prison for one, two, or three years." For the purposes of this section, the Vice President for Finance and Administrative Services shall be the President's designee.
 - d. Any violation of the policy may result in administrative discipline and/or criminal prosecution.

H. Student Records

1. The Family Educational Rights and Privacy Act (FERPA) of 1974 as amended describes two types of student information and when each type can be disclosed.
 - a. Directory Information
 - i. Directory information includes each student's name, address (physical and e-mail), telephone number, date and place of birth, major field of study, dates of attendance, degrees and awards received, participation in officially recognized activities and sports, weight and height of members of athletic teams, degree candidacy, and the most recent previous educational agency or institution attended.
 - ii. Directory information may be provided, upon review by the Vice Provost for Academic

Administration, as public information or to individuals who demonstrate a valid need to contact students.

b. Educational Records Information

- i. Educational records information includes the student's university identification number, social security number, transcripts and grade reports.
 - ii. Educational records information may only be disclosed to college officials with legitimate educational interest and to third parties given specific permission on the student portal by the student.
 - a) For the purposes of this policy, a college official is a person employed by the university; a member of the Board of Trustees; or an individual serving on a committee, such as disciplinary or grievance committees. A college official has a legitimate educational interest if the information aids the official in fulfilling professional functions.
 - b) Third parties may only receive individual student educational records or specific academic progress information if that student has given formal consent as indicated in the Information Release section of the electronic academic record for each student.
 - iii. Usage of student ID numbers is restricted by FERPA and may not be publicly posted.
2. Faculty members may consult the university catalogs or the FERPA section of the University web site for further information.

I. Copyright Policy

1. Point Loma Nazarene University complies with United States copyright law (Title 17, United States Code) and subsequent additions to the law. The law applies to all forms of copying, regardless of location or technology.
2. The University has an approved copyright compliance policy that is available online. This policy is routinely reviewed and updated by the University copyright liaison and contains current information regarding the use of copyrighted material.
3. Each faculty member shall be responsible for observing the laws and University policies concerning the use of copyrighted material.

J. Acceptable Use Policy

1. The University has an approved acceptable use policy of computer and information systems and networks provided by Point Loma Nazarene University that is available online. This policy is routinely reviewed and updated by the Office of Information Technology Services and contains current information regarding the use of systems and networks.
2. Each faculty member shall be responsible for observing the University policies concerning the acceptable use of University computer and information systems and networks.

K. Allocation of Space

1. The Provost assigns office, laboratory, and studio space to departments and schools for use by the faculty members. Office assignments are determined internally by the members of the Academic Unit, usually taking into consideration rank and seniority.
2. If an Academic Unit requires additional office, laboratory, or studio space, the Academic Unit Leader must submit a request to the Dean or Provost.
3. The Provost, in consultation with the appropriate Academic Unit Leaders and the Provost's Council, may reassign space allocated for use by faculty members to best meet institutional needs.

L. Academic Calendar

1. The official academic calendar is drafted by the Vice Provost for Academic Administration, adopted by the Administrative Cabinet, and published online and in the relevant catalogs.

2. A multi-year academic calendar is maintained in the Office of the Vice Provost for Academic Administration and is available online.

M. Academic Administration Calendar

1. The official academic administration calendar is drafted by the Vice Provost for Academic Administration, adopted by the Provost's Council, and is available online.
2. A multi-year academic administration calendar is maintained in the Office of the Vice Provost for Academic Administration and is available online.

N. Faculty Interaction with Other University Offices

1. Vice Provost for Academic Administration
 - a. Class Schedule
 - i. The official class schedule is issued by the Vice Provost for Academic Administration each spring for the following academic year. Final responsibility for all aspects of scheduling rests with the Provost.
 - ii. Academic Unit Leaders participate in the construction of the schedule through their initial class schedule proposals to their College Deans.
 - iii. Factors to be considered when constructing the class schedule include faculty members' loads, classroom availability, convenience to students, program completion for students, coordination with related courses, equitable distribution of class periods across all class times and days, and other efficiency factors.
 - b. Classroom assignments are proposed by Academic Unit Leaders, approved by Deans, and assigned under the supervision of the Vice Provost for Academic Administration.
2. Off-Campus Academic Activities
 - a. Foreign Study Travel
 - i. The University sponsors and encourages international educational experiences. These experiences are coordinated out of the Office of Global Studies and must feature academic study consonant with other academic programs.
 - ii. Each proposed international educational experience must have the approval of the sponsoring Academic Unit, the Faculty Committee on Diversity, and the Director of Global Studies.
 - a) The University attempts to protect the student in terms of funds expended. This means, at least, that the institution deals with reputable carriers, makes proper contractual arrangements, and clearly stipulates refund policies.
 - b) Each student participant must sign the PLNU Express Waiver of Liability, Release and Indemnity Agreement and provide her or his own travel and medical insurance.
 - c) No promotion of an international educational experience shall occur until the Director of the Office of Global Studies approves it.
 - iii. Student Fees and Faculty Expenses
 - a) Travel expenses for courses which are a part of the regular semester offerings and a part of the faculty member's course load must be entirely financed by student fees.
 - b) For summer courses (courses for which students pay tuition by the unit), the faculty member's salary is calculated according to the established summer salary scale. Faculty member's travel expenses are covered by a combination of student fees and institutional support. The combined total of faculty member's salary and institutional support for the faculty member's travel may not exceed 85% of the total tuition collected for the course.
 - iv. The University has an approved policy of foreign study travel that is available online. This policy is routinely reviewed and updated by the Office of Global Studies and contains current information regarding foreign study travel.
 - v. Each faculty member shall be responsible for observing the University policies

- concerning global study travel.
 - b. Field Trips
 - i. Faculty members are permitted and encouraged to arrange field trips when it is believed that these will contribute significantly to the quality and experiential learning of the given course.
 - ii. Faculty members conducting field trips must observe the following guidelines:
 - a) A maximum of one field trip day necessitating absence from other classes may be taken for each course in a semester.
 - b) Notice of all field trips and names and ID numbers of those involved should be filed with the Office of the Provost at least one week in advance, if at all possible.
 - c) All vehicles used for transportation in these trips must be covered by adequate liability insurance. If private vehicles are used, the driver and/or the owner of the vehicle, not the University, is responsible for coverage.
 - d) No field trips should be scheduled during the final two weeks of a fall or spring semester.
- 3. External Relations
 - a. Fundraising
 - i. The University has an approved policy of fundraising that is available online. This policy is routinely reviewed and updated by the Office of University Advancement and contains current information regarding University fundraising efforts.
 - ii. Each faculty member shall be responsible for observing the University policies concerning fundraising.
 - b. Media and Public Relations
 - i. The University has an approved policy of media and public relations that is available online. This policy is routinely reviewed and updated by the Office of Marketing and Creative Services and contains current information regarding media and public relations.
 - ii. Each faculty member shall be responsible for observing the University policies concerning media and public relations.
- 4. Staff in Academic Areas
 - a. Office Staff
 - i. The University attempts to provide an adequate level of office support for faculty members.
 - ii. The Office of Human Resources is responsible for the employment of office staff members and the administration of programs relating to them. The Academic Unit Leader is responsible for the supervision of office staff members. Job descriptions for office staff members are developed by the Office of Human Resources and the supervising Academic Unit Leader.
 - iii. Office staff members are not expected to perform duties for faculty members relating to personal matters.
 - b. Student Assistants
 - i. In the event that a faculty member has an unusually heavy teaching load, consideration will be given to providing assistance in scoring (not grading) examinations, keeping attendance records, checking assignments, and other work. All requests for such assistance are submitted to the Academic Unit Leader.
 - ii. Upon approval of a request for a student assistant, the following guidelines are followed for hiring student employees.
 - a) Student employee applicants may be found by recruiting within the department, making announcements in courses, or posting the job online using the system provided by the Office of Student Employment.
 - b) After a student has been selected, she or he must be directed to the Office of Student Employment to complete the necessary paperwork.

- c. By law, a student employee may not begin working or training until the faculty member receives a copy of the Authorization Form from the Office of Student Employment. There may be some delay due to the paperwork requirements.

Glossary

The descriptions in this Glossary Appendix are gloss on the actual definitions and descriptions of some of the words and phrases used in the *Faculty Handbook*. The entries in this Appendix are intended to provide a simplified overview of some of the words and phrases used. In case of disagreement, the *Faculty Handbook* text is the official source of information.

Academic Center

An academic center is a center that is housed within an Academic Unit.

Academic Council

The Academic Council functions as an advisory body to the Provost and represents the entire academic leadership team.

Academic Department

An academic department is an academic organizational unit that houses undergraduate degree programs.

Academic Program

Academic programs are sets of courses and other requirements which students must successfully complete to obtain a specific degree, credential or certificate, as indicated in the university catalogs.

Academic Program Review

An academic program review is a cyclical process for evaluating and continuously enhancing the quality and currency of academic programs.

Academic Service and Support Areas

Academic service or support areas include all those areas within the Academic Affairs unit of the University that are not directly involved in delivery of credit-bearing instruction.

Academic Unit

An Academic Unit is either an academic department or school.

Academic Unit Leaders

Department Chairs and School Deans are collectively referred to as Academic Unit Leaders.

Adequate Cause

Adequate cause for dismissal is based upon justifiable reasons (III.I.4.b).

Adjunct Faculty Members

Adjunct faculty members are defined as those faculty members employed by the University in an Academic Unit to provide less than half of the FTE units of a typical full-time Teaching Practice or Professional Practice-Track faculty member in their discipline in that Academic Unit in contractual services over the academic year.

Administrative Cabinet

The President and these five officers form the Administrative Cabinet, functions as the highest policy-making body at the University, the University's budget committee, and as an advisory body for the President.

Administrative Faculty Members

The classification of Administrative Faculty member can be applied to an administrator: when the administrator is initially appointed directly from a full-time faculty member position at Point Loma Nazarene University; or when the administrative office includes responsibilities for developing and implementing curricular policy and educational standards; and is listed in (III.C.5.e.i).

Affiliated Faculty Members

The designation of affiliated faculty members may be applied to persons who assist Academic Units in meeting curricular requirements, but who are not compensated by the University.

Basic Salary

A faculty member's thirty-two (32) unit full-time equivalency contract salary.

Center

A center is a service and support area established by the University to reflect its values and emphases. There are two types of centers: university centers and academic centers.

Chief Academic Marshal

The Chief Academic Marshal, reporting to the Provost, is the symbolic leader of all formal academic convocations.

College

A college is a collection of departments.

College Dean

Each college is directed by a College Dean

Collegiality

Evidence of collegiality consists of observable positive behaviors that benefit student and faculty morale, the functioning of the department or school, and the institution as a whole.

Compensation

Full-time faculty members receive compensation according to the salary scale and are eligible for fringe benefits as described in the Faculty Handbook.

Conflict of Interest

A conflict of interest exists whenever an individual faculty member's personal interests and potential gain come into conflict with or otherwise compromise the integrity and interests of students, colleagues, or other University personnel and procedures.

Consensual Amorous Relationships

Consensual relationship means a sexual or romantic relationship between two persons who voluntarily enter into such a relationship.

Contracts

A faculty member's contract is a written mutual agreement between an individual faculty member and the University. Faculty members' contracts are of two types: annual contract and course by course contract. Faculty members are issued annual contracts which specify the period of teaching or teaching equivalencies (two semesters or three semesters). Tenured faculty members are issued annual contracts, but are not subject to the conditions of renewal and non-renewal.

Councils

Councils are advisory bodies.

Deans

School Deans and College Deans are collectively referred to as Deans.

Degrees

Degree means any baccalaureate or graduate degree awarded by the University. Baccalaureate and Master's degrees are granted on the basis of the criteria listed in the university catalogs.

Department Chair

Each department is directed by a Department Chair

Disciplinary Actions

If the Provost has evidence that a faculty member is demonstrating continued serious neglect of professional standards, duties, and/or responsibilities as stated in that person's contract or the Faculty Handbook, then the Provost may issue a written warning to the faculty member. Such warnings may be followed by Sanctions (III.I.7).

Dismissal

Dismissal is a severance action by which the University, for adequate cause, ends its employment relationship with faculty members.

Emerita/us

The designation of Professor Emerita/us may be awarded by the Board of Trustees to those retired persons who meet the following qualifications: held the rank of Associate Professor or higher with at least fifteen (15) years of service; and made significant and distinctive contributions to the University.

Faculty Council

The primary functions of the Council are to ascertain the concerns of the faculty and to develop programs of improvement at the direction of the faculty. The Council serves as an informational body, to which any faculty member may bring issues of interest. The Council formulates recommendations or brings issues of interest to the faculty meetings for discussion and appropriate action. The Council reflects, when necessary, general faculty opinion on behalf of the faculty on such issues as faculty compensation, evaluation, social activities, and spiritual vitality. The Council also acts on behalf of the faculty in communicating matters of faculty concern to the Board of Trustees through its representative to the Board.

Financial Exigency

Financial exigency exists when the Board of Trustees determines that the financial condition of the University threatens the survival of the institution as a whole and this condition cannot be alleviated by less drastic means than the termination of University employees. The Board of Trustees is solely authorized to declare a state of financial exigency. The policy and procedures regarding financial exigency are found in the Board of Trustees Policy Manual.

Formal Reduction

Formal reduction or discontinuance means the reduction or elimination of a degree, academic program area or academic service and support area through action initiated by the University.

Full Evaluation Packets

A full evaluation packet consists of three sets of documentation. For teaching faculty members, the sets of documentation are: Self and Academic Unit Leader Evaluation (SAUL), Peer Evaluation, and Student Evaluations. For library faculty members, the sets of documentation are: Library Director Evaluation, Peer Evaluation; and at least one of the following: external review (Technical Services and Systems Librarians) or Student Evaluations (Librarian Teaching Evaluation)

General Grievance Procedures

There are numerous appeals procedures throughout this Faculty Handbook which apply to specific situations which should be followed prior to the general grievance procedures (III.M). If the grievance pertains to denial of Promotion or negative Summative review there is a specific appeal process in place (III.F.14) which must be used. If the grievance pertains to dismissal for adequate cause or termination for severe mental or physical illness, there is a specific appeal process in place (III.I.4.e) which must be used.

Grace Year

A sixth-year rigorous summative review may result in a negative decision. In this case, termination is deferred for one year to allow for seeking a new position.

Growth Step

A growth step is the incremental change from one step to the next within any rank.

Individualized Retirement Plan (IRP)

Faculty members with the rank of associate professor or higher may opt to apply for a flexible Individualized Retirement plan (IRP) at any point after reaching age 55. This provision is designed to permit a faculty member to commit greater time and energy to other areas such as research, writing, lecturing, or traveling as long as the individualized retirement plan does not adversely affect the quality of academic programs.

Intellectual Property

Intellectual property rights refer to a variety of rights associated with ownership and use of works created by faculty for use in the classroom or for furtherance of their scholarship.

Instructor (Rank)

Faculty members who hold a master's degree from a reputable graduate institution of higher education with recognized competency in the field of major instruction are given the rank of Instructor.

Librarians

Librarians are defined as faculty members who hold an ALA-accredited degree in librarianship and who are hired to work as librarians.

New Faculty Member Orientation

Throughout the first year of service, newly-employed full-time faculty members shall participate in a New Faculty Member Orientation, which is arranged by the Provost. This Orientation includes a full range of topics designed to assist newly-hired faculty members in their adaptation to the University, its educational philosophy, its traditions, and its administrative practices.

Non-Reappointment

Non-reappointment is a means of separation by which the University severs its employment relationship with non-tenured contract faculty members at the end of a contract period.

Part-Time Non-Tenure Track Faculty Members

Part-time Non-Tenure-Track Teaching Faculty members are defined as those faculty members employed by the University to provide at least 50% of the FTE units of a typical full-time faculty member in their discipline in that Academic Unit in contractual services over the academic year.

Plagiarism

Plagiarism is defined as using the ideas, methods, or works of another, without acknowledgment and with the intention that they be taken as the work of the user.

President

The President is the chief executive officer of the University.

Prior Service Credit

In consultation with the Academic Unit Leader, the appropriate Dean will calculate prior service credit to be applied toward tenure eligibility, promotion eligibility, and placement on the salary scale. Faculty members hired while teaching at another university may request the option to apply for tenure up to two years earlier than their tenure clock specifies. Such a request must be made to the Provost prior to the first day of the faculty members' service to the University in a Tenure-Track appointment.

Probationary Period

There is a six-year probationary period followed by an up-or-out review (the summative review) for all Tenure-Track and Multi-Year-Track faculty appointments.

Promotion and Tenure Essays

Thus in their portfolio faculty members who are candidates for promotion or tenure must address the qualitative categories (III.F.4.a) relevant to their appointment track. All tracks must address commitment to Christ and Christian higher education, Teaching excellence, and Service to the Campus, the Church, the Community, the Guild and the World. Faculty members on a Tenure Track appointment must also address Scholarly/Professional Pursuits.

Provost

The Provost is the chief academic officer of the University.

Provost's Council

The Provost's Council functions as an advisory body to the Provost and forms the core of the academic leadership team.

Raise

A raise is the increase in the salary scale base from one year to the next.

Ranks

The academic ranks are Instructor, Assistant Professor, Associate Professor, and Professor.

Reduction in Force

Reduction in Force is the elimination of faculty members' appointments resulting from financial exigency or formal reduction or discontinuance of degree or academic program areas.

Reinstatement Rights

A tenure-contract faculty member who is terminated for reason of reduction in force shall automatically receive notice of all faculty member vacancies advertised within a three-year period of the effective date of termination. A terminated tenure-contract faculty member who believes she or he is qualified to fill an advertised vacancy may notify the President and thereby be considered for reinstatement by the President.

Retraining Efforts

In the event of terminations of tenure-contract faculty members for reasons of reduction in force, the University will, in the period between notification and the effective date, assist faculty members preparing for assignment to other degree or program areas where vacancies exist or are anticipated. The Provost must approve any retraining efforts.

Rigorous Peer Reviewed Scholarship

These products are typically thought of as traditional faculty scholarship and anchor one side of the Scholarship Continuum. Each product has been externally validated by rigorous peer review, substantial editing by experts, and has passed a gatekeeper function where there is a high probability that an unsolicited submission would not be accepted for publication. Preliminary lists of such products and their equivalents may be found in Appendix A.

The equivalents of these need not have prior peer review; however, evidence of post publication peer review is then necessary for inclusion in this category. Similarly, publication in a non-traditional format or venue lacking a strong gatekeeper function can be overcome by careful documenting of the rigorousness of the post publication peer reviews that have been published. A fine example would be an installation of sculpture where the reviews from recognized expert peers note that the work is excellent.

Sabbatical Leave

Sabbatical leaves may be granted by the Board of Trustees, for the purpose of professional renewal as a scholar and teacher.

Salary Scale Base

The salary paid an Instructor for Step 1.

Scholarly Activity

These processes and activities anchor one end of the Scholarship Continuum. They are the day to day, semester to semester acts that are practiced by most professors. They do require the application of disciplinary knowledge. Preliminary lists of such activities may be found in Appendix A.

Scholarship Continuum

On one end of the continuum sits publication in formal, peer-reviewed journals and equivalent works (Rigorous Peer Reviewed Scholarship). On the other end of the spectrum there is the application of disciplinary knowledge to the day to day activities of a professor (Scholarly Activities). Somewhere in the broad middle of the continuum sits a collection of products that are publically viewable, but that have not been subject to rigorous review, stringent editing, and strong gatekeeper requirements (Unpublished Scholarly Outcomes).

School

A school is typically an academic organizational unit that houses both undergraduate and graduate degree programs.

School Dean

Each school is directed by a Dean

Severe Mental or Physical Illness

Determination of severe mental or physical illness is a decision by the President based upon clear and convincing medical evidence that the faculty member is unable to perform expected duties and responsibilities despite reasonable accommodations.

Significant Use of PLNU-Administered Resources:

When the development of copyrightable materials is significantly assisted by the use of University facilities, resources, or personnel, the University is entitled to a share of any royalty income pursuant to this Policy. For these purposes, significant use is the use of resources other than those “ordinarily available” to most or all faculty members, staff members, or students.

Split Appointment

A faculty member with a split appointment in more than one Academic Unit will report to both Academic Unit Leaders.

Standing Committees

Standing committees are policy-recommending bodies.

Support Faculty Members

Full-time faculty members that are not Teaching Faculty members, who are not tenure-eligible, and who do not fit the criteria for Administrative Faculty members listed in (III.C.5) are called Support Faculty members.

Suspension

The President may summarily suspend a faculty member during an investigation to determine whether, or upon a finding that, there is good cause to believe that the continued presence of the faculty member on the grounds of the University would endanger the safety or well-being of the faculty member or other members of the University community; and/or the continued functioning of the faculty member in the position would substantially impair or disrupt the regular functions of the University.

Task Forces

Task Forces are policy-recommending bodies of one to three years duration.

Teaching Equivalencies

Teaching equivalencies include sabbaticals and other approved leaves of absence, and assigned units for duties such as advising pre-professional programs, coordinating internship programs, and

directing degree-granting programs,. There are upper limits for the number of such units that count as teaching equivalencies (III.C.3.a.i).

Teaching Faculty Members

Teaching typically represents 75% of a full-time load (see III.C.4). When more than half of the 75% teaching load is in teaching or teaching equivalencies, the faculty members are called Teaching Faculty members, as are all Librarians. To be precise, Teaching Faculty members have more than 37.5% of their total load in teaching or teaching equivalencies.

Tenure

Tenure seeks to assure that faculty members and the University maintain the covenantal relationship that exists between them. It seems likely that the majority of full-time faculty members' appointments will be Tenure-Track for the foreseeable future.

Terminal Degree

An earned doctorate in the teaching field or related field from a reputable graduate institution of higher education; or one of the exceptions listed in the Faculty Handbook (III.E.9.C). The Master of Fine Arts (MFA) degree is recognized as the terminal degree for faculty members whose primary area is studio art, graphic art, or theater production. The master's degree in library science (MLS) from an ALA-accredited library school program is the terminal degree for librarians.

Termination

Termination is a means of separation by which the University terminates the service of any faculty member for reasons of severe mental or physical illness or reduction in force resulting from a financial exigency or from the formal reduction or discontinuance of a degree or program area.

The Faculty Salary Scale

The scale is a modified step scale.

Total Compensation

A faculty member's total compensation consists of basic salary plus calculable fringe benefits.

Tracks

The hiring tracks are Full-time Tenure-Track, Full-Time Multi-Year-Track, Full-Time Professional Practice-Track, Full-Time Teaching Practice-Track, and Part-Time Non-Tenure-Track.

Two-Semester Contracts and Three-Semester Contracts

Two-semester contracts for traditional undergraduate full-time faculty members' loads are measured using a thirty-two (32) unit full-time equivalency (FTE) scale. Three-semester contracts for non-traditional and graduate full-time faculty members' loads are measured using a thirty-six (36) unit FTE scale.

Unit

Each 50-minute lecture period for a 15-week semester is weighted as one unit of course credit and one unit of course load credit.

University Catalogs

The university catalogs are the official contract between the University, the student, and the general constituency. These include an Undergraduate Catalog and a Graduate and Professional Studies Catalog.

University Center

A university center is a center that is not housed within a school or an academic department.

Unpublished Scholarly Outcomes

This collection of products sits in the broad middle of the Scholarship Continuum. They are publically observable. While they could be subject to rigorous review, stringent editing, and strong

gatekeeper requirements, they have not or will not be put through those processes. They can be exchanged among faculty members. Preliminary lists of such products may be found in Appendix A.

Visiting Faculty Members

Visiting faculty members are considered faculty members according to the Faculty Constitution, with all of the rights and responsibilities therein.

Year of Service

A year of service for full-time faculty is defined as teaching and teaching equivalencies for one academic year. This may be on a two-semester thirty-two (32) unit load basis or on a three-semester thirty-six (36) unit load basis. Summer teaching for two-semester contract faculty members, adjunct teaching, and leave-of-absence times, other than sabbaticals, do not count toward a year of service.

Appendices-I,II,III,IV,V-Preamble

Preamble:

The multi-level list structure in the appendices is the same as it is in the document.

Appendix-I. Introduction

This space reserved for future appendix material.

Appendix-II. Governance

B. Academic Affairs

4. Chief Academic Marshal
 - a. Functions
 - i. The Chief Academic Marshal, reporting to the Provost, is the symbolic leader of all formal academic convocations. The major annual activities are the undergraduate and graduate Commencement Convocations. Other academic convocations that may occur in the life of the University are also led by the Chief Academic Marshal.
 - ii. The Vice Provost for Academic Administration serves in a support role and is responsible for the operational details and coordination of these events.
 - iii. Since the Chief Academic Marshal's position is primarily ceremonial, no additional course load reduction or release time is given to the Marshal.
 - b. Appointment
 - i. The Chief Academic Marshal is appointed for a three-year term by the President upon recommendation of the Provost. This position, symbolizing academic eminence, is given to a respected senior faculty member.
 - ii. The Chief Academic Marshal recommends to the Provost two or more individuals to serve as Associate Marshals and two or more individuals to serve as Assistant Marshals. These representatives work with the Marshal to oversee the academic procession. The President may name one of the Associate Marshals as Chief Academic Marshal Designate.
 - c. The Special Events Advisory Committee essentially serves as an advisory group for academic convocations.
 - d. Other Items
 - i. The Vice Provost for Academic Administration, in consultation with the Marshal and the Special Events Advisory Committee, establishes a master Commencement calendar to facilitate coordination of Commencement events.
 - a) The Vice Provost for Academic Administration is responsible for such details as lines of march, printed programs, physical setups, and music.
 - b) Support areas involved in Commencement activities are represented on a coordinating council.
 - ii. It is the responsibility of the Vice Provost for Academic Administration to maintain an ongoing written record of the traditions of Point Loma Nazarene University and to keep and maintain the University Mace, other convocation paraphernalia, and files on past programs and arrangements.
 - iii. It is the responsibility of the President to secure Commencement speakers.

Appendix-II. Governance

C. Faculty

3. Committees
 - c. List of Committees and Councils

Academic Policies Committee

Administrative Cabinet

Agenda Committee

Campus Safety Committee

Diversity Council

Emergency Preparedness Committee

Enrollment Management Committee

Faculty Committee on Diversity

Faculty Development Committee

Faculty Governance Committee

Faculty Resources Committee

Faculty Social Ethos Committee

General Education Committee

Graduate and Extended Studies Committee

Institutional Animal Care Committee

Institutional Review Board

Intercollegiate Athletics Committee

Planning Council

Program Assessment and Review Committee

Rank and Tenure Committee

Special Events Advisory Committee

Spiritual Life Committee

Student Development Committee

Teacher Education Advisory Council

Academic Policies Committee (APC)

Committee reports to:	Faculty
Frequency of reports:	As needed
Make-up of committee:	Size: 10
Members:	
Elected by faculty: 9	Four faculty members at large who predominately teach in the undergraduate program. Their load shall include 50% or more of undergraduate teaching (classroom, laboratory, studio, etc.).
	Four Academic Unit Leaders (or those who were elected to the committee as AULs but no longer serve in that capacity).
	One faculty member at large with fewer than five years of service at PLNU for a one-year term
Ex-officio:	Provost or designee
Resource personnel:	Dean of the College of Natural and Social Sciences Dean of the College of Arts and Humanities Vice Provost for Academic Administration

Length of tenure for elected members:

Three-year staggered terms for all members except that a one-year term shall be served by the at large faculty member with fewer than five years of service.

Chair: Provost or designee

Suggested frequency of meetings: Biweekly with day and time of meetings established by the committee chair in the fall for the next academic year.

Other membership requirements:

1. No department/school may have more than one elected member.
2. All committee members are expected to adopt a university-wide perspective rather than to represent a particular department/school.
3. Any faculty/administrator may serve as a resource person at the invitation of the chair with all member privileges except voting.

Major responsibilities:

1. Review undergraduate academic policies, programs, and curriculum.
2. Recommend to the faculty changes in academic policies and programs including:
 - a. curriculum
 - b. requirements for graduation
 - c. academic standards.
3. Consider student appeals for variance from standard academic policy as stated in the *Undergraduate University Catalog* following the Vice Provost for Academic Administration's decision on the appeals submitted to her or him. The Vice Provost for Academic Administration will also make regular reports to the committee of his/her decisions.
4. Arbitrate final appeals for a change of grade.

5. Serve as an advisory body to the Provost and Cabinet on such matters as academic year calendar, weekly class schedule, etc.

Policies and procedures:

Normally proposals for curricular change will be initiated by departments/schools or committees. APC may also initiate actions of its own or consider proposals from individuals. APC will conduct a detailed review of all revisions of curriculum, academic policies, and procedures.

1. Items which must be referred to the faculty after being reviewed and approved by the APC:
 - a. addition or elimination of any course, concentration, minor, or major
 - b. addition or elimination of a credential program
 - c. addition or elimination of a degree granted by the University
 - d. any change in General Education requirements
 - e. any special program for which new courses are needed
 - f. any change in academic regulations and requirements
 - g. addition of academic centers
2. APC will consider the following routine *Undergraduate University Catalog* related items without referral to the faculty for further action.
 - a. revision of course descriptions including title, number or prerequisites
 - b. changes in concentration or major requirements if equal to the previously approved list of units (i.e., 24 for 24 units). Must conform to 1.a.
 - c. alternate year listing
 - d. cross-listing of courses (under two or more departments/schools)
 - e. restoration of a course to the *Undergraduate University Catalog* after it has been eliminated due to having not been offered for four years
 - f. any substantive change in General Education courses, including methodology, content, or level
 - g. proposed use of CR/NC grade for courses other than General Education courses
 - h. changes in the name of a department/school major or concentration
 - i. tracking and monitoring changes in course delivery for any existing course to hybrid or online (if program exceeds 49% online, program will be referred to WSCUC (WASC) for approval)

ADMINISTRATIVE CABINET

Committee reports to: President
Frequency of reports: Weekly
Make-up of committee: Size: 6
Members:
Ex officio: President
Provost
Vice President for Finance and Administrative Services
Executive Vice President
Vice President for Spiritual Development
Vice President for Student Development

Method for selecting chair: President
In absence of President, Provost
In absence of Provost, Vice President for Finance and Administrative Services

Suggested frequency of meetings: Weekly

Major responsibilities

1. To act as an advisory body to the President.
2. To formulate University-wide administrative policies.
3. To be responsible for decisions and supervision of daily operations of the University.
4. To develop budgetary procedures, review budgetary requests, and propose an annual budget for submission to the President and the Board of Trustees.

Agenda Committee

Committee reports to: Faculty
Frequency of reports: Each faculty meeting via the agenda
Make-up of committee: Size: 4
Members:
Ex officio: President
Provost
Chair of the Faculty Council
Secretary of the faculty

Length of tenure for secretary: Three years

Chair: Secretary of the faculty

Suggested frequency of meetings: One to two weeks prior to each faculty meeting

Major responsibilities:

1. Responsible for preparing the agenda for each faculty meeting.
2. Responsible for monitoring effectiveness of faculty meetings and for taking any necessary steps to assure quality and efficiency.
3. Responsible for alerting the participants in forthcoming faculty meetings.

CAMPUS SAFETY

Committee reports to: Vice President for Finance & Administrative Services
Frequency of reports: Annually
Make-up of committee: Size: 10
Members:
Ex officio: Associate VP for Human Resources
Athletic Facilities Manager
Director of Physical Plant
Director of Public Safety
Grounds Manager
Housekeeping Manager
Human Resources Associate
Maintenance Manager
Project Manager
Radiation Safety Officer

Chair: Associate VP for Human Resources

Suggested frequency of meetings: As needed

Major responsibilities:

1. Promote safety consciousness on campus.
2. Identify campus safety hazards and facilitate their removal.
3. Ensure compliance with Federal/State OSHA requirements.
4. Review and analyze all employee injuries.

DIVERSITY COUNCIL

Committee reports to:	The President
Frequency of reports:	Yearly
Make-up of committee:	Size: 10
Members:	
Presidential appointments from the faculty:	Four faculty members at large
Presidential appointments from the staff:	One staff member each from External Relations Finance & Administrative Services Spiritual Development Student Development
Presidential appointments from the students:	One student member
Ex officio:	Chief Diversity Officer
Length of tenure for elected members:	Three-year staggered terms

Chair: Chief Diversity Officer

Suggested frequency of meetings: Monthly

Definition: *When PLNU speaks of "diversity", we encompass the dimensions of race, ethnicity, sex, religion, cultural background, class, ability, or national origin. Diversity, as we understand it, means that the institution's many constituents are a mosaic of people united by a deep and abiding respect for our Christian heritage.*

Major responsibilities:

1. Develop a strategic plan for diversity with annual goals to encourage increased recruitment and retention of diverse student, faculty, and staff.
2. Foster mutual respect, appreciation and understanding among the members of a diverse university community.
3. Disseminate information to members of the university community about "best practices" which encourage diversity.
4. Serve as a means of communication on diversity issues between and among the schools and other institutional units.
5. Assess the University's "cultural climate" and recommend changes based upon the data.
6. Sponsor programs and activities which encourage diversity.
7. Form sub-committees as needed.

EMERGENCY PREPAREDNESS

Committee reports to: Vice President for Finance & Administrative Services
Frequency of reports: Annually
Make-up of committee: Size: 8
Members:
Elected by faculty: 1
Ex officio: Dean of Students/Residential Life
Associate VP for Human Resources
Chief Information Officer
Director of Marketing & Creative Services
Director of Wellness Center
Director of Physical Plant
Director of Public Safety

Length of tenure: Three-year staggered term

Chair: Director of Public Safety

Suggested frequency of meetings: As needed

Major responsibilities:

1. Develop and maintain a plan to cope with a catastrophe--review and update annually.
2. Assure that proper preparation has been made to deal with disasters including:
 - a. Training personnel.
 - b. Liaison with community agencies.
 - c. Stockpile vital supplies.
 - d. Emergency communications.

ENROLLMENT MANAGEMENT COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	Annually or more frequently as needed
Make-up of committee:	Size: 7
Members:	
Elected by faculty: 6	Five faculty members at large who predominately teach in the undergraduate program. Their load shall include 50% or more of undergraduate teaching (classroom, laboratory, studio, etc.). One faculty member at large with fewer than five years of service at PLNU for a one-year term.
Ex officio:	One member of the operations committee designated by the Associate Vice President for Enrollment
Resource personnel:	Director of Academic Advising Director of Athletics Director of Wellness Center Associate Vice President for Enrollment Associate Vice President for Finance Vice Provost for Academic Administration Vice President for Finance & Administrative Services

Length of tenure for elected members: Three-year staggered terms for all members except:

1. The past chair shall serve an additional year if they are chair in their third year on the committee. The past chair is ineligible to be elected chair in their fourth year of service on the committee.
2. A one-year term shall be served by the at large faculty member with fewer than five years of service.

Chair and Chair-Elect: Appointed by the Faculty Governance Committee from among the elected faculty members of the committee.

Suggested frequency of meetings: Monthly

Major responsibilities:

1. Review the results of environmental scanning done by the enrollment operations committee.
2. Keep apprised of demographic issues related to enrollment management of future students at PLNU (e.g. the make-up of K-12 classes).
3. Review and recommend policy to set the rubrics for the selection of incoming students.
4. Read a book or substantial collection of articles each year on the field of enrollment management, selected in consultation with the Associate Vice President for Enrollment.
5. The chair elect (or chair if there is no current chair elect) will serve on the enrollment operations committee.
6. Review and recommend policy relating to financial aid.
7. Review and recommend policy relating to the process of student recruitment.
8. Vote to accept or deny admission to applicants who do not meet the published criteria for undergraduate admission.

FACULTY COMMITTEE ON DIVERSITY

Committee reports to:	The faculty
Frequency of reports:	At least yearly to the faculty
Make-up of committee:	Size: 7
Members:	
Elected by faculty: 7	Five faculty members at large, at least one of whom is from the Social Sciences One Academic Unit Leader (or immediate past AUL) One faculty member at large with fewer than five years of service at PLNU for a one-year term.

Length of tenure for elected members: Three-year staggered terms for all members except for the one-year term served by the at large faculty member with fewer than five years of service.

Chair: Appointed by the Faculty Governance Committee

Suggested frequency of meetings: Monthly

Other membership requirements:

1. No department/school may have more than one elected participant.
2. All sub-committee members are expected to adopt a University-wide perspective rather than to represent a particular department/school.

Major responsibilities:

1. Review issues of diversity that may enhance curriculum, instructional effectiveness, and the mentoring of students from underrepresented populations.
2. Review practices and issues of climate that support/hinder the recruiting, hiring, mentoring, retaining, promoting, and tenuring of faculty from underrepresented populations.
3. Identify and review ways to mentor faculty from underrepresented populations for positions of administrative/university leadership.
4. Make recommendations related to diversity issues to existing committees and councils.

FACULTY DEVELOPMENT COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	Fall/Spring
Make-up of committee:	Size: 7
Members:	
Elected: 5	Four faculty members at large. One faculty member at large with fewer than five years of service at PLNU for a one-year term.
Ex officio:	Manager of Instructional Technology Director of the Center for Teaching and Learning

Length of tenure for elected members: Three-year staggered terms for all members except:

1. The past chair shall serve an additional year if they are chair in their third year on the committee. The past chair is ineligible to be elected chair in their fourth year of service on the committee.
2. A one-year term shall be served by the at large faculty member with fewer than five years of service.

Chair and Chair-Elect: Appointed by the Faculty Governance Committee from among the elected faculty members of the committee.

Suggested frequency of meetings: Monthly

Guidelines for the Faculty Governance Committee: The faculty members should have demonstrated teaching excellence and an interest in faculty development.

Major responsibilities:

1. Strategize, prioritize, and promote faculty development efforts on campus.
2. Oversee and ensure the effectiveness of development programs for first year faculty and advise the Deans and the Provost on the New Faculty Seminar Program.
3. Develop, oversee, and ensure the effectiveness of a formal program for conveying institutional ethos and the ways and means of faculty governance for the benefit of faculty early in their careers.
4. Develop, oversee, and ensure the effectiveness of teacher mentor programs to assist all faculty members, including part-time, adjunct, and visiting professors, in improving their teaching skills.
5. Develop, monitor, and work with Deans to ensure the reliability and effectiveness of all aspects of the faculty evaluation process, including Student Evaluation policies and practices. Periodically review all evaluation forms including the Student Evaluation form(s).
6. Develop, oversee, and ensure the effectiveness of a means to recognize excellence in teaching, service, research and other scholarly endeavors.

FACULTY GOVERNANCE COMMITTEE

Committee reports to: Faculty

Frequency of reports: Yearly

Make-up of committee: Size: 7

Members:

Elected by faculty: 6 Five faculty members elected with five or more years of service at PLNU. At least, one from Professional Studies. At least, one from a department with a graduate program. At least, two from Liberal Arts or Library Sciences.
One faculty member at large with fewer than five years of service at PLNU. Faculty elected via a competitive ballot.

Ex officio Faculty Handbook Editor

Resource Person Provost

Length of tenure for elected members: Three-year staggered terms for all members except:

1. The past chair shall serve an additional year if they are chair in their third year on the committee. The past chair is ineligible to be elected chair in their fourth year of service on the committee.
2. A one-year term shall be served by the at large faculty member with fewer than five years of service.

Chair and Chair-Elect: Elected by the committee members from among the faculty members of the committee. Neither the ex-officio members nor the one-year member is eligible to be elected chair or chair-elect. The chair-elect will lead the committee in fulfilling its “committee nomination and election” responsibilities.

Suggested frequency of meetings: Monthly

Other membership requirements: The elected members shall have a minimum of five years’ PLNU service and shall be elected by the faculty from a nominating slate of two persons for each position. Except for the one-year position, the committee members will have already served on one or more committees or task forces. No more than one member from any Academic Unit.

Major responsibilities:

Governance Policy and Procedures:

1. Periodically review the structure and effectiveness of the faculty governance system and recommend changes to the faculty as deemed appropriate.
2. Review all proposed changes to the Faculty Constitution and present them to the faculty for consideration. The committee may also initiate proposals to change the Faculty Constitution. These are also referred to the faculty for their consideration.
3. Review the structure and effectiveness of individual faculty committees on a six-year rotation schedule. Bring a report to the faculty following each review.
4. Reaffirm, or negotiate a corrective action plan, for each committee reviewed. Following the initial review; the committee has two academic years to receive FGC reaffirmation or be recommended for elimination.
5. Post a six-year committee review schedule in a shared workspace accessible to faculty. Only committees reporting to the faculty as defined by the *Faculty Handbook* require review by the FGC.

6. Recommend to the faculty and/or the Administrative Cabinet changes which are necessary to continue the smooth operation of the governance system. Recommendations can include the creation, modification, or deletion of committees. These can originate from within FGC or any other official faculty group.
7. Review the work of the Faculty Handbook Editor and oversee the maintenance of the Faculty Handbook, particularly as it pertains to faculty organization and governance.
8. Coordinate a committee chair training seminar each spring to mentor new and future committee chairs.
9. Oversee the collection of the minutes of all faculty committee meetings and ensure that they are posted in a shared workspace accessible to faculty.

Committee Nominations and Elections:

1. Determine the faculty members eligible to serve on a committee, and maintain a rolling six year recorded history of committee service. In determining eligibility, the FGC will consider current and previous committee service, other institutional obligations, faculty members experience and expertise.
2. Provide the list of eligible faculty members to the Provost and President for any early faculty appointments prior to the creation of the ballots for committee elections.
3. Provide a list of eligible faculty candidates to the chairs of committees that do not report to the faculty in order to solicit their recommendations of those they would prefer to serve on their committee.
4. Nominate/recommend appointment of Faculty for all committees for the upcoming year, and fill vacancies as they occur.
5. Create a brief biographical sketch (a sentence or two) for each candidate for any multi-candidate election listed below. Also provide similar information about current members of those committees. These biographical sketches should be provided to the voters in the same manner as the ballot itself.
6. Nominate two candidates for representative to the Board of Trustees (three year term).
7. Nominate two candidates for the position of Faculty Secretary (three year term).
The Faculty Secretary will chair on the Agenda Committee, and will post relevant materials to a shared workspace available to faculty prior to each faculty meeting. The Faculty Secretary will arrange for taking and editing the minutes of the faculty meeting and pass on to the Faculty Handbook Editor all motions adopted by the faculty.
8. Nominate two candidates for the position of Faculty Handbook Editor
The Faculty Handbook Editor shall keep an accurate record of any and all changes to the *Faculty Handbook* as they relate to faculty governance or other matters. The Editor will maintain a searchable system for accessing previous versions (from 2010 to the present) of the *Faculty Handbook* and annually submit a paper version of the *Faculty Handbook* to the University Archives.
9. Nominate two candidates for each open position on the Faculty Rank and Tenure Committee.
10. Nominate two candidates for each open position on the Faculty Governance Committee.
11. In the spring, conduct elections for faculty committees following the order specified in the *Faculty Handbook*.
12. Appoint a chair and a chair-elect for committees where that mechanism is designated in their committee description.

FACULTY RESOURCES COMMITTEE

Committee reports to:	Faculty and Provost
Frequency of reports:	Fall/Spring
Make-up of committee:	Size: 6
Members:	
Elected: 5	One faculty representative from each of the three areas (Arts and Humanities, Natural and Social Sciences, Graduate and Extended Studies) One faculty member at large One faculty member at large with fewer than five years of service at PLNU for a one-year term.
Ex officio:	One College Dean (3 year rotating term)
Resource:	Provost Chief Information Officer (or designee) Director of Instructional Technology Director of Media Services

Length of tenure for elected members: Three-year staggered terms for all members except:

1. The past chair shall serve an additional year if they are chair in their third year on the committee. The past chair is ineligible to be elected chair in their fourth year of service on the committee.
2. A one-year term shall be served by the at large faculty member with fewer than five years of service.

Chair and Chair-Elect: Appointed by the Faculty Governance Committee from among the elected faculty members of the committee.

Suggested frequency of meetings: Monthly

Major responsibilities:

1. Represent campus-wide all instructional equipment needs to the appropriate administrators.
2. Support faculty in their use of technology for instructional purposes by promoting systematic communication between faculty and ITS staff.
3. Advise the Director of Instructional Technology on all matters related to the acquisition and use of instructional technologies.
4. Review ITS's proposed selections of major instructional technologies and recommend policy changes as needed.
5. Review and rank applications for institutional grants and fellowships (sabbatical, RASP, etc.).
6. Provide a statistical summary of sabbatical decisions at the first faculty meeting after those decisions are made official.
7. Review short-term faculty-led program proposals in conjunction with the Office of Global Studies in the spring of each academic year. The FRC will make a recommendation to OGS on the acceptance of the proposals and requests for scouting trips. The final approval of the proposals will be subject to financial resources available as determined by the administration.

FACULTY SOCIAL ETHOS COMMITTEE

Committee reports to:	Provost
Frequency of reports:	As needed
Make-up of committee:	Size: 6
Members:	
Elected by faculty: 4	Three faculty members at large with five or more years of service at PLNU. One faculty member at large with fewer than five years of service at PLNU for a one-year term.
Ex officio:	Provost
Appointed:	One Dean appointed by the Provost

Length of tenure for elected members: Three-year staggered terms for all members except:

1. The past chair shall serve an additional year if they are chair in their third year on the committee. The faculty member is ineligible to be elected chair in their fourth year of service on the committee.
2. A one-year term shall be served by the at large faculty member with fewer than five years of service.

Chair and Chair-Elect: Appointed by the Faculty Governance Committee from among the elected faculty members of the committee.

Suggested frequency of meetings: As needed

Major responsibilities:

1. Plan faculty events to embody the ethos of Point Loma in social settings.
2. Advise administration on the logistical arrangements for such events.

GENERAL EDUCATION

Committee reports to: Faculty
Frequency of reports: Fall/Spring
Make-up of committee: Size: 9
Members:
Elected by faculty: 6 members elected by the faculty. Faculty who serve on this committee must teach in the General Education program or have demonstrated a significant interest in the General Education program.

Ex officio: Provost (or designee)
Dean, College of Arts and Humanities
Dean, College of Natural and Social Sciences

Resource personnel: Vice President for Student Development (or designee)
Vice President for Spiritual Development (or designee)
Student representative from ASB board (or designee)

Length of tenure for members: Three-year staggered terms. Any member whose term expires may be re-nominated. This is to enable continuity in the committee's work. The General Education Committee chair will be asked to recommend the individual(s) to be re-nominated.

Chair: Provost or designee (with voting rights)

Suggested frequency of meetings: Monthly (or as needed)

Major responsibilities:

The General Education Committee shall function as the principal agent of the college in overseeing, planning and coordinating the General Education program for all students of Point Loma Nazarene University. Accordingly, it shall, in conjunction with departments/schools, review the General Education curriculum to ensure that it serves the university in a way consistent with its mission and core values. To implement this mandate, the committee shall:

1. Periodically review the philosophy and design of the General Education program as each relates to institutional objectives. Specifically the committee will:
 - a. Review the General Education curriculum on a regular basis to ensure that the courses within the General Education program remain aligned with the university mission.
 - b. Periodically review General Education learning outcomes and recommend necessary changes when appropriate.
2. Monitor and assess the General Education program and make recommendations to the Academic Policies Committee when changes seem appropriate. Specifically the committee will:
 - a. Conduct a comprehensive review of all General Education course syllabi on a 5-year rotation.
 - b. Develop, conduct, and oversee, in conjunction with departments/schools, annual assessment of General Education learning outcomes.
 - c. Consult with, and recommend to, academic departments/schools ways to improve the effectiveness of General Education courses based on the results of assessment activities.
 - d. Propose curricular modifications to the General Education program that enhance the student General Education experience.

3. Develop and/or review proposals for individual additions to or deletions from the General Education curriculum, and make recommendations to the Academic Policies Committee for consideration.
4. Oversee, assess, and propose needed modifications to the First Year Experience.

GRADUATE AND EXTENDED STUDIES COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	As needed
Make-up of committee:	Size: 11
Members:	
Elected by faculty: 7	Six with at least three faculty members from departments or schools that offer graduate programs. One faculty member at large with fewer than five years of service at PLNU for a one-year term.
Ex-officio:	Provost (or designee) Dean of Extended Learning Dean of Social Sciences and Professional Studies
Appointed:	One graduate student, appointed by the Provost (rotates among programs) annually
Resource personnel:	Vice Provost for Academic Administration

Length of tenure for elected members: Three-year staggered terms for all members except that a one-year term shall be served by the at large faculty member with fewer than five years of service.

Chair: Provost or designee

Suggested frequency of meetings: Biweekly with day and time of meetings established by the committee chair in the fall for the next academic year.

Other membership requirements:

1. No department/school may have more than one elected member.
2. All committee members are expected to adopt a university-wide perspective rather than to represent a particular department/school.
3. Any faculty/administrator may serve as a resource person at the invitation of the chair with all member privileges except voting.

Major responsibilities:

1. Review graduate and extended learning academic policies, programs, and curriculum.
2. Recommend to the faculty changes in graduate and extended learning programs including curriculum, requirements for graduation and certificates, academic standards, and policies regarding admission and retention.
3. Review and assess research policies and practices in graduate studies and extended learning.

Policies and procedures:

Normally proposals for curricular change will be initiated by departments/schools or committees. GESC may also initiate actions of its own or consider proposals from individuals. GESC will conduct a detailed review of all revisions of curriculum, academic policies, and procedures.

1. Items which must be referred to the faculty after being reviewed and approved by the Graduate and Extended Studies Committee (GESC) include the following:
 - a. addition or elimination of any course, concentration, or major

- b. addition or elimination of a credential program
 - c. addition of any certificate program which includes proposed new courses from undergraduate extended learning or proposed new courses from graduate programs but not a mixture of both undergraduate extended learning and graduate courses and does not include any traditional undergraduate courses
 - d. addition or elimination of a degree granted by the University
 - e. any special program for which new courses are needed
 - f. any change in academic regulations and requirements
2. The Graduate and Extended Studies Committee will consider the following routine *Graduate and Professional Studies Catalog*-related items originating with departments/schools without referral to the faculty for further action:
- a. addition or elimination of a certificate program which includes only existing undergraduate extended learning courses or existing graduate courses, but not a mixture of both undergraduate extended learning and graduate courses and does not include any traditional undergraduate courses
 - b. revision of course descriptions including title, number, or prerequisites
 - c. changes in concentration or major requirements if equal to the previously approved list of units (must conform to 1.a. above)
 - d. alternate-year designations in the *Graduate and Professional Studies Catalog*
 - e. cross-listing of courses (under two or more departments/schools)
 - f. restoration of a course to the *Graduate and Professional Studies Catalog* after it has been eliminated due to not having been offered in the course schedule for three years
 - g. use of the Credit/No Credit (CR/NC) grading type for courses
 - h. changes in the name of a major or concentration
 - i. tracking and monitoring changes in course delivery for any existing course to hybrid or online (if program exceeds 49% online, program will be referred to WSCUC (WASC) for approval)

INSTITUTIONAL ANIMAL CARE

Committee reports to: Provost
Frequency of reports: Once per semester when animal use or research is ongoing or as needed
Make-up of committee: Size: 5
Members: Appointed 5 in accordance with the USPHS policy on Humane Care and use of Laboratory Animals

Length of tenure: Three-year staggered terms

Chair: Elected by the committee

Suggested frequency of meetings: At least once per semester when animal use or research is ongoing or as needed.

Major responsibilities:

(Note: committee responsibilities are in accordance with PHS Policy; a complete description of these responsibilities is on file with the Chair and with the Provost.)

1. Review all activities involving the care and use of the animals at the institution and in all its teaching locations.
2. Review all proposed new research projects or proposed significant changes in ongoing research projects involving the care and use of animals, with the authority to approve or withhold approval of the projects or changes.
3. Inspect at least once every six months, all of the animals facilities used by the institution.

INSTITUTIONAL REVIEW BOARD

Committee reports to: Faculty

Frequency of reports: Annual

Make-up of committee: Size: 7

Members:

Elected by faculty: Three members from distinct Academic Units from the following: Biology, Communication and Theatre, Kinesiology, Psychology, School of Education, School of Nursing, and Sociology and Social Work/Family and Consumer Sciences

Ex officio: Provost or designee

Vice President for Student Development (or designee)

Student from ASB

External: Member not affiliated with PLNU and not part of the immediate family of a person who is affiliated with PLNU

Length of tenure for elected members:

- Three-year staggered terms for all elected members.

Chair: Provost or designee (with voting rights)

Frequency of meetings: As needed

Additional membership requirements:

1. No more than one member, elected or appointed, from each department/school.
2. Consultation by the Provost and Faculty Governance Committee with the Academic Unit Leaders is strongly encouraged.
3. No department/school should be represented in back-to-back terms.

Major responsibilities:

1. To review all proposed research using human subjects, including surveys and questionnaires.
2. To ensure that all such proposed research meets ethical standards, including the protection of the rights and privacy of the participants.

Note: The workload for committee members other than the chair typically very light.

Institutional Review Board Guidelines

INTERCOLLEGIATE ATHLETICS COMMITTEE

Committee reports to:	President (or designee)
Frequency of reports:	Annually to the President The faculty athletic representative shall report to the faculty each semester
Make-up of committee:	Size: 12
Members:	
Elected by faculty: 5	Four faculty members at large One additional faculty member at large of which has fewer than five years of service at PLNU shall serve a one-year term
Elected by the Head Coaches: 1	One representative from among the head coaches
Elected by the Student Athlete Advisory Committee: 2	Two representatives from the Student Athlete Advisory Committee (SAAC)
Ex officio: 4	Compliance Coordinator Athletic Director Faculty Athletic Representative VP for Student Development (or designee)

Length of tenure for elected members: Three-year staggered terms for all elected members (faculty and head coach) except:

1. A one-year term shall be served by the at large faculty member with fewer than five years of service.
2. A one-year term shall be served by the Student Athlete Advisory Committee representatives and may be consecutive for up to two years.

Chair: Elected by the committee from among the elected faculty members and the faculty athletic representative.

Suggested frequency of meetings: Monthly

Other membership requirements: No coaches may serve as elected faculty members. No more than one member from any department/school.

Major responsibilities: The Intercollegiate Athletics Committee is focused on the size, success, and maintenance of intercollegiate athletic programs at Point Loma Nazarene University.

1. Provides feedback on issues that involve the Athletic Department and its impact on students, student-athletes, the community, and the purposes and strategic goals of the University.
2. Advocate for the welfare of student-athletes, including travel departure policy, missed class time policy and other initiatives and concerns from student-athletes as presented by the Student Athlete Advisory Committee.
3. In order to safeguard opportunities for student-athletes to excel in academics, this committee will request and review an annual report from the Athletic Director regarding compliance with academic standards and performance. This report will include analysis of student-athlete admissions standards, academic progress, regular classroom attendance requirements, and graduation rates by team.
4. Advise and review copies of the Compliance Manual, Student-Athlete Handbook, Operating Policies Manual, and annual financial audit.

5. Promote greater understanding within the University community of intercollegiate athletics and the relationship between academics and athletics.
6. Faculty Athletic Representative will provide a report of any infractions at each Intercollegiate Athletics Committee meeting.
7. In order to carry out the committee's governance function, the Intercollegiate Athletics Committee shall be advised on:
 - a. Any proposed changes in departmental recruiting policies, academic advising, expectations regarding student-athlete schedules, or any other practice that could affect the academic or financial standing of students who are athletes. The Intercollegiate Athletics Committee need not be informed of all changes mandated by the national athletic governing body for student athletes, which fall under the purview of the Faculty Athletic Representative, although the Intercollegiate Athletics Committee should be notified of any major changes.
 - b. Any decisions, large donations, or commercial offers that potentially change the financial landscape of athletics.
 - c. Any decisions that potentially affect the campus environment, including athletic facility impact and usage.
 - d. Report on scheduling of competition or practice on Sunday.
 - e. Any proposed plans and policies on sports configurations.
 - f. In cases where an open search process is conducted for head coaching positions, an Intercollegiate Athletics Committee faculty member shall be included on the search committee. When the search is abbreviated, the Athletics Director shall consult with the Faculty Athletic Representative.

Reporting:

The Intercollegiate Athletics Committee shall report to the President (or designee) annually. At a minimum, this report shall be in the form of a written report submitted by the committee chair. The Faculty Athletic Representative will also make additional written or oral reports for the entire faculty each semester.

PLANNING COUNCIL

Committee reports to:	President
Make-up of committee:	Approximately 50 people by virtue of institutional position + 4 elected faculty members + Faculty Council
Members:	
Elected:	Four faculty members elected by faculty
Ex officio:	Note that all ex officio members have voting privileges All Faculty Council members The Administrative Cabinet (five Vice Presidents and the President) Direct reports to Vice Presidents (not administrative assistants) Academic Council
Resource:	Selected specialists will participate in each of the quarterly meetings depending on the topics under discussion

Length of tenure for members: Three-year staggered terms for elected faculty members; two year rotation for Faculty Council members (coincides with their term on Faculty Council), all other ex officio members are on the committee by virtue of their PLNU administrative position, and they retain membership on the council as long as they are in the associated administrative position.

Other Membership Requirements: It is recommended that the faculty members represent more than one college of the University, and that no Academic Unit will have more than one elected faculty member. One of the four elected faculty members should be from a site other than the Point Loma main campus.

Method for selecting chair: The committee is co-chaired by the President and a co-chair appointed by the President (may be from within or outside committee membership).

Suggested frequency of meetings: Full committee meetings will occur in December, and May or June. Subcommittee and task force meetings will occur in October, March, and July or August.

Major responsibilities:

1. Advise the President on strategic issues facing the university.
2. Engage broad university leadership in discussions about strategic issues and direction.
3. Provide a forum for testing ideas with and gathering perspective from a variety of institutional constituencies.
4. Track progress on the work of major academic and administrative units to implement the university's strategic plans. Much of this work will be done by subcommittees and task forces.
5. Ensure adequate communication about planning issues and processes with the University community.

PROGRAM ASSESSMENT AND REVIEW COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	Fall
Make-up of committee:	Size: 8-9
Members:	
Elected by faculty: 6	The Committee membership strives to maintain a balance among the College of Arts and Humanities, College of Natural and Social Sciences, and the Schools with representation of undergraduate, graduate, and extended learning programs. Preference given to individuals with past experience on APC/GESC or with external accreditation.
Ex officio:	Provost or designee Vice Provost for Assessment and Institutional Effectiveness
Resource personnel:	Chair of APC (as needed) Chair of GESC (as needed) Director of Institutional Research (as needed) VP for Finance or designee (as needed) WSCUC (WASC) ALO All College and School Deans (as needed)

Length of tenure for elected members: Three-year staggered terms

Chair: Provost or designee

Suggested frequency of meetings: Semi-monthly

Major responsibilities:

1. Review, update, and implement program review and academic assessment processes, policies and guidelines.
2. Maintain and oversee the academic and academic co-curricular program review calendars and processes.
3. Provide evaluative feedback to Academic Units that have submitted Program Review documents.
4. Oversee the academic assessment program for the university in order to support institutional effectiveness.
5. Ensure that the academic assessment program is linked to the university's strategic plan and the academic planning process.

RANK AND TENURE COMMITTEE

Committee reports to: Faculty
Frequency of reports: Fall and Spring
Make-up of committee: Size: 11

Members:

Elected by faculty: 10 10 faculty members elected by the faculty via competitive ballot. At least 8 of the elected faculty members will be tenured
One faculty member elected with fewer than five years of service at PLNU for a one-year term.

Ex officio: Provost

Non-voting participant: President*

* The president is invited to participate in all meetings and discussions without affecting quorum, voting tallies, or proportions.

Length of tenure for elected members: Five-year staggered terms for all members except, a one-year term shall be served by the at large faculty member with fewer than five years of service.

Chair: Chair elected via secret ballot by the members of the committee from among those starting their 2nd, 3rd, or 4th year of service on the committee. The election will be held before May 1st and conducted by the outgoing committee chair.

Other stipulations: No more than two representatives from any department/school. First-year members, who are still learning committee practices and procedures, should be assigned a lighter workload in researching and presenting applicants' portfolios.

Major responsibilities: Committee responsibilities are spread over the entire academic year. Promotion decisions are made in the fall and tenure deliberations can occur in the fall or spring at the discretion of the committee. Third-year pre-tenure reviews are done in the spring.

Promotion

1. Receive faculty applications for promotion from the Provost by the first Friday after Labor Day.
2. Evaluate promotion applications.
3. Recommend those individuals to be granted rank advancement to the President by the first Friday in November. A positive recommendation required a 2/3 majority vote of the committee (8 members).
4. Communicate in writing the committee's concerns to those who are not recommended for rank advancement.

Tenure (evaluation done in either fall or spring at the discretion of the committee)

5. Receive faculty applications for tenure from the Provost by the first Friday after Labor Day. Notify tenure applicants no later than Oct 15th as to whether their application will be evaluated during the fall or spring semester.
6. Evaluate tenure applications.
7. Recommend those individuals to be granted tenure to the President by either the first Friday in November (fall), or the last Friday in February (spring). A positive recommendation required a 2/3 majority vote of the committee (8 members).

Pre-tenure Review

8. Receive third-year pre-tenure review materials from the Provost by the second Friday of January.
9. Prepare a brief summary of the third-year pre-tenure review findings to be given to the applicant by the Academic Unit Leader, the Dean and the Provost. These summaries will be sent no later than the last Friday in April. The appropriate Dean and Academic Unit Leader will conduct an individual interview with each faculty member undergoing a third-year pre-tenure review. Interviews will follow receipt of the committee summary.

Post-tenure Review

10. Receive post-tenure review materials from all tenured faculty members according the established schedule.
11. Review post-tenure materials and make recommendations to the Provost and the faculty member no later than the last Friday in April.

Emeritus

12. Recommend individuals to be granted emeritus status to the President by the third Friday in February.

General Responsibilities

13. Provide a general report of tenure and promotion decisions at a spring faculty meeting each year. This could take the form of a five-year rolling average of the percentage of applicants receiving tenure and promotion.
14. Receive and review the Provost's rank and step recommendations in conjunction with the faculty hiring process and prior to a contract offer. If there is no committee response given within five working days, the Provost's recommendation for rank and step are assumed.
15. Make recommendations for policy and procedural changes regarding initial ranking policy, promotion, tenure, third-year pre-tenure review, post-tenure review, and emeritus status to the faculty and by their consent to the President.
16. The structure, procedure, and rubrics will be systematically reviewed by Rank and Tenure Committee every five years starting in 2019-2020.

SPECIAL EVENTS ADVISORY COMMITTEE

Committee reports to: Provost
Frequency of reports: As needed
Make-up of committee: Size: 9
Members:
Elected by faculty: 3
Ex officio: President (or designee)
Provost
Vice Provost for Academic Administration
Chief Academic Marshal
Cultural events coordinator
Executive Vice President

Length of tenure for faculty members: Three-year staggered terms

Method for selecting chair: Elected by the committee

Suggested frequency of meetings: As needed

Major responsibility:

Advise administration on academic convocations such as Commencement, Presidential Inauguration, etc.

SPIRITUAL LIFE COMMITTEE

Committee reports to:	Vice President of Spiritual Development
Frequency of reports:	As needed
Make-up of committee:	Size: 9
Members:	
Elected by faculty:	3
Ex officio:	Vice President of Spiritual Development Director of Chaplaincy Ministries Director of Community Ministries Director of Discipleship Ministries Director of International Ministries Director of Worship Ministries
Resource personnel:	ASB Director of Spiritual Life Dean of Students

Length of time for members: Three-year staggered terms

Chair: Vice President of Spiritual Development

Suggested frequency of meetings: Twice each semester

Major responsibilities:

1. Review overall programming for the office of Spiritual Development.
2. Serve as an advisory committee regarding communication about programs and increasing full campus engagement.
3. Review the campus community practices from a Wesleyan Perspective. Strategize to address areas of weakness.
4. Advise faculty on resources available for spiritual care of PLNU community members.
5. Advise the office of Spiritual Development on the spiritual care needs of PLNU community members.

STUDENT DEVELOPMENT COMMITTEE

Committee reports to:	Vice President of Student Development
Frequency of reports:	As needed
Make-up of committee:	Size: 7
Members:	
Elected by faculty:	3
Ex officio:	Vice President of Student Development Dean of Students Director Special Academic Services Director of Wellness Center
Resource personnel	ASB President (or designee) Director of Chaplaincy Ministries

Length of time for members: Three-year staggered terms

Chair: Vice President of Student Development

Suggested frequency of meetings: Twice each semester

Major responsibilities:

1. Review overall programming for the office of Student Development.
2. Serve as an advisory committee regarding communication about programs and increasing full campus engagement.
3. Review campus community practices from the perspective of Student Affairs theory and practice.
4. Explore effective strategies for increasing curricular and co-curricular collaboration.
5. Advise faculty on resources available through Student Development.
6. Advise the office of Student Development on resources needed by PLNU community members.

TEACHER EDUCATION ADVISORY COUNCIL

Committee reports to: Faculty

Frequency of reports: Annual

Make-up of committee: Size: 17

Members:

Ex officio: Director of School of Education, San Diego
Coordinator, Multiple Subjects Credential
Coordinator, Single Subjects Credential

Appointed: Representative from each Academic Unit involved in single or multiple subject credential programs, appointed by the Academic Unit Leader

Chair: Director of School of Education, San Diego

Suggested frequency of meetings: Monthly

Major responsibilities:

1. Review and recommend Multiple subject, Single subject, and teacher candidates for admission to the Teacher Education Program.
2. Make recommendations to the School of Education regarding the academic competencies and qualifications of candidates and curricular matters.
3. Assist in the coordination of class scheduling and course sequencing; be kept current on academic and credential program advising; be apprised of Commission on Teacher Credentialing changes which affect certain credential programs; discuss waiver programs; and explore creative and effective methods of preparing teachers.

Appendix-II. Governance

C. Faculty

3. Committees

e. Committee Elections and Formation

- i. The composition of each committee or council is specified in the individual committee descriptions which are above (Appendix-II.C.3.c). Committee membership originates in several different ways: Faculty election, presidential appointment, Associated Student Body nomination, Provost's appointment, etc. It is necessary to coordinate and compile these various processes in order to have a complete membership listing.
- ii. Normally, elections by the Faculty occur during the months of March and April and take place according to the following sequence:
 - a) Faculty Council membership;
 - b) Faculty Council Chair and Vice Chair;
 - c) Secretary of the Faculty;
 - d) Faculty Handbook Editor;
 - e) Rank and Tenure Committee;
 - f) Faculty Governance Committee;
 - g) Faculty Governance Committee Chair;
 - h) Faculty committee and task force membership; and
 - i) Presidential appointments normally follow the electoral process.
- iii. The Faculty Governance Committee conducts elections in a Faculty meeting for committee or task force membership through the process of submitting only one nominee per vacancy with the privilege of additional nominations from the floor. All other requirements for membership remain the same. The exceptions to this procedure are for elections to the Faculty Governance Committee which shall be by majority vote from three nominees per vacancy.

f. Organization of Committees

- v. The schedule of meeting and reporting varies with each committee.
- vi. Student representatives to the various committees are recommended by the Associated Student Body Board, with the exception of the representative to the Graduate and Extended Studies Committee, who is appointed by the Provost.
- vii. The nine Faculty committees with appointed chairs are Enrollment Management, Rank and Tenure, Faculty Development, Faculty Resources, Institutional Animal Care, Institutional Review Board, Instructional Technology, Special Events Advisory Committee, and Faculty Governance.

g. Creation of Task Forces

- i. The University has a history of valuable ad hoc committee work. Most of these ad hoc committees have done their work over a short period of time and disbanded. However, some ad hoc committees require a more extended duration and produce a significant contribution to the University. The latter category is addressed by the concept of task forces.
- ii. When a task will take from 1-3 years, a task force will be created. The Faculty Governance Committee will be advised by the ad hoc committee chair, the administration, or the Faculty, depending on the origination of the need, that a task force should be formed. The membership requirements, chair, major responsibilities, policies and procedures, and a sunset date should be presented to the Faculty Governance Committee.
 - a) If a task force will be dealing with items within the realm of Faculty governance, then the Faculty Governance Committee will propose the task force and faculty

- membership to the Faculty, and, if the proposal is approved, will follow usual committee procedures with regard to the task force.
- b) If a task force will be dealing with items of a strictly administrative nature, then the presentation of the specifications above to the Faculty Governance Committee will be sufficient for creation of the task force.
- iii. On or before the sunset date, the task force will complete its service and dissolve.
 - a) In the rare case that an extension of the sunset date is needed, a new sunset date of up to two years later will be proposed.
 - b) If a task force needs to continue beyond five years from its creation, then the task force should become a standing committee in the usual manner.
 - iv. While it is not advisable to remove all faculty members currently serving on another committee at the time of the creation of a task force from consideration for membership, wherever possible task force members will not be appointed to new committee assignments.
- h. Major Modification of the Committee Structure
- i. General
 - a) Most functions related to committee management will be handled by the Faculty Governance Committee. These changes are normally minor in nature and include, but are not limited to: committee name changes, editorial changes to membership, addition or deletion of two or fewer members, changes in two or fewer responsibilities. Such changes occur frequently and do not normally warrant the creation of a Committee Structure Task Force.
 - b) When there is sufficient concern on the part of the Faculty or administration about the committee structure or about individual committees, the concern will be brought to the Faculty Governance Committee. The Faculty Governance Committee will decide whether to bring a motion to the Faculty as a whole to create the Task Force.
 - c) The Faculty will vote on the Faculty Governance Committee's motion with a simple majority needed to approve the creation of the Task Force.
 - d) As a matter of course, the Faculty Governance Committee will consider the creation of a Committee Structure Task Force at least every five (5) years. Such a motion shall be brought from the Faculty Governance Committee at least every ten (10) years starting in 2020.
 - ii. Structure and Function of the Committee Structure Task Force
 - a) The Committee Structure Task Force will consist of a chair and four members-at-large.
 - b) The primary function of the Committee Structure Task Force is to review the responsibilities of, the need for, and the structures of all standing committees, including the formation, reorganization, or deletion of committees. Desirable changes will be proposed to the Faculty as a whole for vote. Such changes, if approved, will be forwarded to the Administrative Cabinet as recommendations.
 - c) The secondary function of the Committee Structure Task Force would be to conduct more narrow reviews at the request of the Faculty. For instance, such review could be limited to the creation, reformation, or deletion of a single committee, or of its list of responsibilities.
 - d) The Committee Structure Task Force will be in place for no more than two calendar years. The duration must be set at the time of the creation of the Task Force.
 - iii. Election
 - a) Election of the members of the Committee Structure Task Force and its Chair will be held after the Faculty as a whole requests the formation of the Task Force.
 - b) An ad hoc committee will prepare a slate of twelve (12) candidates. The committee will consist of a representative from each academic department and school and the

library. Departments, schools, and the library will select a representative and notify the Chair of the Faculty Governance Committee. The Chair of the Faculty Governance Committee will call for the meeting and will serve as chair of the ad hoc committee.

- c) Election of the members of the Task Force is by ballot at a duly announced Faculty meeting. The electoral system to be used to elect the members and the Chair of the Task Force is the same as that used for elections of the Faculty Council (Appendix-II.C.4.b).

Appendix-II. Governance

C. Faculty

4. Faculty Council
 - b. Elections
 - i. Elections of the Faculty Council and its officers are held each spring at a Faculty meeting. Faculty Council elections take place before the Faculty committee elections.
 - ii. A slate of twelve (12) candidates is prepared by an ad hoc nominating committee.
 - a) The nominating committee consists of a representative from each academic department and school and the library.
 - b) Incumbent members of the Faculty Council represent their own Academic Unit.
 - c) Departments or schools with no member on the Faculty Council select a representative and notify the current Chair of the Faculty Council of the selection prior to March 1.
 - d) The current Chair of the Faculty Council serves as the chair of the nominating committee.
 - iii. Members of the Faculty Council serve 2-year terms on a staggered rotation, with the Council Chair and Vice Chair elected annually from among the five members.
 - iv. No faculty member may serve more than two successive years on the Faculty Council.
 - v. Electoral System
 - a) Elections are by ballot at a duly announced Faculty meeting.
 - b) Ballots will be held until at least two members are elected by a majority vote of those present and voting.
 - 1) For each of the first two ballots, the candidates (there may be more than 2) receiving the two lowest numbers of votes will be dropped.
 - 2) Starting with the third ballot and continuing until at least two members are elected by a majority vote, the candidate (there may be more than 1) receiving the lowest number of votes on the previous ballot will be dropped.
 - 3) In the case of a tie, the candidates that are tied will be ranked by each voter (1st, 2nd, and 3rd if necessary), and points will be assigned (1-1st, 2-2nd, 3-3rd). The candidate with the lowest point total will be elected to Faculty Council.
 - c) For years in which two members are elected to the Council, voting to elect members to the Council concludes once two members are elected by majority vote.
 - d) For years in which three members are elected to the Council, voting proceeds by ranking ballot. For the first ballot after at least two members have been elected by a majority vote, the candidates with the lowest vote total (or totals) will be dropped and the remaining candidates will be ranked by each voter (1st, 2nd, and 3rd preference) and points will be assigned (1 - 1st, 2 - 2nd, 3 - 3rd, and 4 points for each unranked candidate).
 - 1) The points will be added from each ballot. The remaining members on the Faculty Council will be the candidates with the lowest point totals.
 - 2) In the case of a tie, the candidates that are tied will be ranked again (1st, 2nd, and 3rd if necessary) to determine the remaining member on the Faculty Council.
 - e) Separate elections for Chair and Vice Chair of the Faculty Council are also by ballot, in the same manner as the ranking ballot above.

- f) Should a member of the Council enter a sabbatical or other leave during the term of service, that member's seat on Faculty Council remains vacant. If the leave period exceeds one semester, a replacement will be elected for the duration of the term during the next Faculty Council elections. If the absent member is the Faculty Council chair, the vice chair assumes the chair's responsibilities until the chair returns or the term of service concludes.

Appendix-II. Governance

C. Faculty

5. Responsibilities of the Faculty
 - b. Evaluation of Academic Achievement
 - i. Examinations
 - a) In the rare case that a student is scheduled for three (3) or more final examinations on the same day, the student is authorized to contact each professor in order to work out an alternate time for one of those examinations. The Academic Unit Leader and the Dean need not be involved in the process of making this accommodation.
 - b) The question of make-up examinations is always a difficult one. Each faculty member is permitted to exercise her or his own judgment in such matters. However, the following suggestions may be helpful:
 - 1) Students are expected to be present and take all announced examinations on schedule unless prevented by reasons beyond their control.
 - 2) Faculty members are not required by University policy to administer make-up examinations.
 - 3) For officially authorized field trips or other absences from class occasioned by action of the University administration or faculty colleagues, the student must be allowed to make up missed work, including any examination incidental to such absence. This does not necessarily apply to a long series of shorter exams where the lowest grade is discarded.
 - ii. Grading Standards
 - a) In considering the proportional distribution of grades, the basic assumption is that students in most classes of any considerable size will represent a fairly normal distribution of both ability and achievement. It is also assumed that certain selective factors operate which make for a somewhat more generous distribution of A and B grades in the classes of the upper-division as compared with those of the lower-division.
 - b) Three principles serve to condition the assumptions in (II.C.5.b.ii.a):
 - 4) Faculty members are urged to give each student the grade which she or he has earned in each course, as evaluated by the best means available, regardless of the hypothetical distribution.
 - 5) Certain specialized upper-division courses are likely to be largely made up of highly motivated and able students in which ability and achievement are not distributed according to any normal curve.
 - 6) Usual grading standards may not always be valid and applicable in certain areas of the curriculum such as group work or individual instruction in music, art, and physical education.
 - c) At the graduate level, a B average is assumed to be the norm in the sense that it is mandatory for remaining in the program (see *Graduate and Professional Studies Catalog*). Consequently, grades of C or below are not expected to be the most frequently given in courses numbered 600 and above.
 - d) Final grades for a course are submitted electronically to the Records Office as soon after the final examination as possible, but in no case later than the stated deadline in the annual academic calendar. All grading is to be done by the faculty member responsible for a course. A student assistant may score papers, but grades are to be assigned only by faculty members. Faculty members assign all grades on individual tests as well as for the entire semester's work. Standards of scholarship should be

held high enough and the examinations sufficiently demanding that an average student generally will anticipate a C grade.

iii. Incomplete Grades

- a) When, in the faculty member's opinion, an incomplete grade is justified, the faculty member fills out an online Incomplete Grade Form. The Incomplete Grade Form must be complete, including:
 - 1) the reason for the incomplete;
 - 2) the necessary actions on the part of the student to complete the course; and
 - 3) the permanent grade to be placed on the transcript at the end of the next regular semester if the student does nothing further.

iv. In Progress Grades

- a) The use of In Progress (IP) grades at the end of the semester for certain courses is permitted where it is necessary due to the nature of the learning project or course content. This does not imply that the use of IP grades is the normal expectation for those courses. The course must be completed and the IP replaced with a course grade by the conclusion of the next regular semester.
- b) The Academic Policies Committee authorizes the use of IP grades in specific courses upon Academic Unit recommendation. The Records Office manages the list of courses currently approved for the use of the IP grade.

v. Reporting Grades

- a) Mid-semester grades of D and F are reported to the Vice Provost of Academic Administration online. These are not recorded on the transcript, but are used to monitor progress of students at risk of academic probation by the offices of Academic Affairs and Student Development.
- b) At the end of each semester, faculty members submit final grades electronically.

vi. Posting Grades

- a) The usage of student ID numbers is restricted by FERPA. They may be used in such places as class lists, but may not be publicly posted.
- b) Quizzes, examinations, term papers and other assignments marked with a grade should not be placed publically. Graded work should be returned in class, distributed by the Academic Unit assistant, or communicated individually by electronic means.

Appendix-II. Governance

C. Faculty

5. Responsibilities of the Faculty
 - d. Underachieving Students
 - i. Reports to the Office of Academic Affairs
 - a) Mid-semester grade reports from faculty members are sent to the Office of the Vice Provost for Academic Administration and then forwarded to the Director of Academic Advising, who contacts each student as a means of follow-up and assistance.
 - b) Students who are on academic probation are contacted by the Vice Provost for Academic Administration.
 - ii. Counseling Facilities
 - a) Generally, counseling at Point Loma Nazarene University is a function of Student Development, which is staffed by professionally trained counselors. Counseling services are provided by the Wellness Center in Nicholson Commons and by other Student Development personnel. Extensive psychological counseling is provided on a referral basis with professionals in the area.
 - b) The Director of Academic Advising is available for referral of students experiencing difficulties in their adjustment to university life, whether educational or personal.
 - c) The Office of Strengths and Vocations is also available to assist students in life, career, and education planning or adjustment.
 - iii. Early Alert
 - a) An Early Alert System is maintained by the Office of Academic Advising.
 - b) Forms are provided online for faculty members to use in reporting any student who may appear to need help for any reason.

Appendix-III. Contractual Faculty Personnel Policies

E. Faculty Recruitment

1. Appointee Considerations
 - b. Qualities necessary for continued employment
 - ii. Academic qualifications
 - b) Documentation required:
 - 1) curriculum vitae; and
 - 2) all graduate transcripts.
 - iii. Ability as a teacher
 - b) Documentation required:
 - 1) sample teaching materials;
 - 2) sample teaching evaluations (where available); and
 - 3) personal references.
 - iv. Knowledge and scholarship
 - b) Documentation required:
 - 1) curriculum vitae;
 - 2) evidence of scholarly work and/or professional involvements; and
 - 3) personal references.
 - v. Relationships in the University
 - b) Documentation required:
 - 1) personal references;
 - 2) and personal interview.
 - vi. Social and religious responsibilities
 - b) Documentation required:
 - 1) personal statements;
 - 2) personal references; and
 - 3) personal interview.

E. Faculty Recruitment

6. Moving Policy
 - a. In order to attract quality faculty members, the University assists newly-employed ranked faculty members with moving expenses.
 - b. At the time an initial contract is issued, commitment to assist with moving expenses will be placed in writing, if it is applicable for that individual.
 - c. Policies involving moving expenses for newly-employed ranked faculty members are available from the Office of Human Resources, which carries the responsibility for administering this program.
 - d. Any significant changes to the moving policy as administered by the Office Human Resources should be communicated to the Faculty Council before the changes are made.

Appendix-III. Contractual Faculty Personnel Policies

F. Tenure

4. Evaluation Categories and Criteria (Scholarly/Professional Pursuits Negotiated Agreements)

c. Scholarly/Professional Pursuit Inventories

This default inventory is a local PLNU guide to the Scholarship Continuum. The origin of the list is the Inventory of Scholarship listed in Appendix B of the book *Institutionalizing a Broader View of Scholarship Through Boyer's Four Domains* by Braxton, Luckey, and Helland (2002).

This inventory uses the categories of scholarship originally published in *Scholarship Reconsidered* by Boyer (1990). Within each scholarship category, each professional activity, process, or product is placed on the Scholarship Continuum.

Scholarly Activities anchor one end of the Scholarship Continuum. They are the day to day, semester to semester acts that are practiced by most professors which require the application of disciplinary knowledge. These are acts of academic citizenship and service to the Campus, the Church, the Community, the Guild, and the World. These activities are never sufficient evidence for meeting the threshold standards for a positive review.

Unpublished Scholarly Outcomes sit in the broad middle of the Scholarship Continuum. They are publicly observable. While they could be subject to rigorous review, stringent editing, and strong gatekeeper requirements, they have not or will not be put through those processes. They can be exchanged among faculty members.

Rigorous Peer Reviewed Scholarship is typically thought of as traditional faculty scholarship and anchors one side of the Scholarship Continuum. Each product has been externally validated by rigorous peer review, substantial editing by experts, and has passed a gatekeeper function where there is a high probability that an unsolicited submission would not be accepted for publication. The equivalents of these need not have prior peer review; however, evidence of post publication peer review is then necessary for inclusion in this category. Similarly, publication in a non-traditional format or venue lacking a strong gatekeeper function can be overcome by careful documenting of the rigorousness of the post publication peer reviews that have been published. A fine example would be an installation of sculpture where the reviews from recognized expert peers note that the work is excellent.

d. Threshold Productivity Levels for Tenure

PLNU's threshold productivity levels for granting tenure are:

A defined scholarly agenda that is achievable within PLNU's context, and at least one item from the following types of Rigorous Peer Reviewed Scholarship (not counted elsewhere):

Application	—Rigorous Peer Reviewed Scholarship
Discovery	—Rigorous Peer Reviewed Scholarship
Integration	—Rigorous Peer Reviewed Scholarship
Teaching	—Rigorous Peer Reviewed Scholarship

And at least two items from the following three types of Unpublished Scholarly Outcomes (not counted elsewhere):

- Application —Unpublished Scholarly Outcomes
- Discovery —Unpublished Scholarly Outcomes
- Integration —Unpublished Scholarly Outcomes

Typical (good) productivity levels for granting tenure are: two items from the following types of Rigorous Peer Reviewed Scholarship and three items from Unpublished Scholarly Outcomes.

Post-Tenure Review: The threshold for the post-tenure review will include an ongoing scholarly agenda and evidence of at least (a) one new item from Rigorous Peer Reviewed Scholarship or (b) two new items from Unpublished Scholarly Outcomes or (c) three units of additional teaching or equivalent departmental or University service per year. Option (c) requires the consent of the department and the provost.

The activities, processes, and products that illustrate given points along the Scholarship Continuum may differ among disciplines. Accordingly, each academic department or school has had opportunity to negotiate a revised version of this default inventory with the Rank and Tenure Committee. All such negotiated agreements follow the default inventory presented in this appendix.

Scholarly/Professional Pursuit Parameters-Default Inventory

The Scholarship of Application

The Scholarship of Application takes seriously the mandate of our interconnectedness and seeks to “close the gap between values in the academy and the needs of the larger world” [Jacobsen 2004]. This form of scholarship seeks to use disciplinary knowledge and skill to help address important societal and institutional problems. Many activities of this area of scholarship take the form of service [Braxton 2002].

Scholarly Activities

(The day to day, semester to semester acts that are practiced by most professors. These activities are never sufficient evidence for meeting the threshold standards for a positive review.)

Institutional Service / Academic Citizenship

- Service on a departmental program review committee
- Service on a departmental curriculum committee
- Service on a college-wide curriculum committee
- Service on a department self-study committee for accreditation or other purposes
- Service on a committee engaged in institutional preparation for accreditation review
- Study conducted to help solve a departmental problem
- Study conducted to help formulate departmental policy
- Study conducted to help formulate institutional policy

Service to the Lay Public

- Introduction of some result of scholarship in a consultation
- Provision of expert witness or testimony
- Engagement in consulting off campus

Service to the Academic Guild

- Organize a conference in one’s discipline
- Referee a paper for a journal
- Serve on a board of a scholarly organization
- Edit the proceedings or publication for a conference
- Be part of the editorial team for a scholarly journal
- Review grant applications for an external agency (e.g. NSF, NIH, NEA, etc.)

The Scholarship of Application – continued

Unpublished Scholarly Outcomes

(These products and processes are publically observable, reviewable, and exchangeable. Research that incorporates student participation is missional and especially valued.)

- Development of an innovative technology
- Development of a new process for dealing with a problem of practice
- Study conducted for a local organization
- Study conducted for a local nonacademic professional association
- Study conducted for a local government agency
- Study conducted to help solve a community problem
- Study conducted to help solve a county or state problem
- A conference presentation that outlines a new research problem identified through the application of the knowledge and skill of ones' academic discipline to a practical problem
- A conference presentation that describes new knowledge obtained through the application of the knowledge and skill of one's academic discipline to a practical problem
- A conference presentation that applies new disciplinary knowledge to a practical problem
- A conference presentation that purposes an approach to the bridging of theory and practice

Rigorous Peer Reviewed Scholarship

(Each has been externally validated by rigorous peer review, editing by experts, and has passed a gatekeeper. This scholarship is missional and valued. Rigorous Peer Reviewed Scholarship accumulated after the awarding of the terminal degree will be considered in awarding tenure.)

- A journal article that outlines a new research problem identified through the application of the knowledge and skill of one's academic discipline to a practical problem
- A journal article that describes new knowledge obtained through the application of the knowledge and skill of one's academic discipline to a practical problem
- A journal article that applies new disciplinary knowledge to a practical problem
- A journal article that purposes an approach to the bridging of theory and practice

The Scholarship of Discovery

The Scholarship of Discovery is the narrowing of one's focus to only one isolated part of reality in order to understand its intricate complexity [Jacobsen 2004]. The scholarship of discovery generates new knowledge within a discipline. The testing and generation of new theories is also an essential facet of this form of scholarship [Braxton 2002]. This is what is commonly thought of as traditional research.

Unpublished Scholarly Outcomes

(These products and processes are publically observable, reviewable, and exchangeable. Research that incorporates student participation is missional and especially valued.)

- A conference presentation that describes a new theory developed by the author
- A conference presentation that reports the findings of research designed to gain new knowledge
- A report on research findings to a granting agency

Rigorous Peer Reviewed Scholarship

(Each has been externally validated by rigorous peer review, editing by experts, and has passed a gatekeeper. This scholarship is missional and valued. Rigorous Peer Reviewed Scholarship accumulated after the awarding of the terminal degree will be considered in awarding tenure.)

- A book chapter describing a new theory developed by the author
- A refereed journal article reporting findings or research designed to gain new knowledge
- A book reporting findings of research designed to gain new knowledge
- A refereed journal article describing a new theory developed by the author
- A book describing a new theory developed by the author

The Scholarship of Integration

The Scholarship of Integration is the attempt to arrange relevant bits of knowledge and insight from different disciplines into broader patterns that reflect the actual interconnectedness of the world [Jacobsen 2004]. This form of scholarship gives meaning to isolated facts, illuminates data in a revealing way, makes connections across disciplines and synthesizes information within a discipline [Braxton 2002]. It may include placing specialties into or interpreting research (one's own or others') in a way that places it into larger intellectual patterns.

Scholarly Activities

(The day to day, semester to semester acts that are practiced by most professors. These activities are never sufficient evidence for meeting the threshold standards for a positive review.)

- A talk on a current disciplinary topic given for a local men's or women's service organization
- A talk on a current disciplinary topic given for a local business organization
- A talk on a current disciplinary topic given for a local nonacademic professional association
- A lecture on a current disciplinary topic given for a local high school class
- A lecture on a current disciplinary topic given for a high school assembly
- A lecture on a current disciplinary topic given at a local community college
- A talk on a current disciplinary topic given for a group of college alumni

Unpublished Scholarly Outcomes

(These products and processes are publically observable, reviewable, and exchangeable. Research that incorporates student participation is missional and especially valued.)

- A talk on a current disciplinary topic given on a local radio station
- A talk on a current disciplinary topic given on a local television station
- An article on a current disciplinary topic published in a national magazine of the popular press
- A critical book review published in the popular press
- An article on a current disciplinary topic published in a local newspaper
- An article on a current disciplinary topic published in a college or university publication
- A conference presentation on the application of a research method borrowed from an academic discipline outside one's own
- A conference presentation on the application of a research method from one's discipline applied to a problem in another discipline
- A conference presentation on the application of a theory borrowed from an academic discipline outside one's own
- A conference presentation on the application of a theory from one's own discipline applied to a problem from another academic discipline
- A conference presentation reporting findings or research designed to solve a practical problem

The Scholarship of Integration – continued

Rigorous Peer Reviewed Scholarship

(Each has been externally validated by rigorous peer review, editing by experts, and has passed a gatekeeper. This scholarship is missional and valued. Rigorous Peer Reviewed Scholarship accumulated after the awarding of the terminal degree will be considered in awarding tenure.)

- A review of literature on a disciplinary topic
- A review of literature on an interdisciplinary topic
- A review essay of two or more books on similar topics
- A journal article on the application within one's own academic discipline of a research method borrowed from an academic discipline outside one's own
- A journal article on the application of a research method from one's own academic discipline applied to a problem in another discipline
- A book or chapter on the application within one's own academic discipline of a research method borrowed from an academic discipline outside one's own
- A book or chapter on the application of a research method from one's own academic discipline applied to a problem in another discipline
- A journal article on the application within one's own academic discipline of a theory borrowed from an academic discipline outside one's own
- A journal article on the application of a theory from one's own academic discipline applied to a problem in another discipline
- A book or chapter on the application within one's own academic discipline of a theory borrowed from an academic discipline outside one's own
- A book or chapter on the application of a theory from one's own academic discipline applied to a problem in another discipline
- A critical book review published in an academic or professional journal
- A critical book review published in a newsletter of a professional association
- A book addressing a disciplinary/interdisciplinary topic published by the popular press
- A journal article that crosses subject matter areas
- A journal article reporting findings or research designed to solve a practical problem
- A book that crosses subject matter areas
- A book published reporting research findings to lay readers
- A textbook published that crosses subject matter areas

The Scholarship of Teaching

The Scholarship of Teaching focuses on the means and ways of handing down knowledge, faith, wisdom, and wonder across the fragile bonds of connection that link different cultures and successive generations to each other [Jacobsen 2004]. The scholarship of teaching includes scholarly activities that are directly related to the act or process of teaching and learning. Such activities may involve discovery, application, or evaluation of material. This type of scholarship seeks to improve teaching, learning, and advising.

Scholarly Activities

(The day to day, semester to semester acts that are practiced by most professors. These activities are never sufficient evidence for meeting the threshold standards for a positive review.)

- Directed student research projects
- Redesign of an existing course (preparation of a new syllabus, development of new lectures, learning activities, etc.)
- Development of a new course (preparation of syllabus, development of lectures, learning activities, etc.)
- Transforming an existing face to face course to either hybrid or online
- Study problems or questions emerging from one's own teaching
- Construction of an annotated bibliography for course reference
- A lecture on topics from current journal articles not covered in course readings
- A lecture on topics from current scholarly books not covered in course readings
- Introduction of some result of one's scholarship in teaching
- Participation in a Faculty Learning Community and a reflective essay on how what was learned in the FLC has been incorporated into the faculty member's teaching
- Participation in a Center for Teaching and Learning event and a reflective essay on how what was learned in the CTL has been incorporated into the faculty member's teaching

Unpublished Scholarly Outcomes

(These products and processes are publically observable, reviewable, and exchangeable. Research that incorporates student participation is missional and especially valued.)

General Pedagogical Development and Improvement

- Presentation about new instructional techniques to colleagues
- Development of a collection or resource materials for one's subject area
- Construction of a novel examination or testing practice

Classroom Research

- Experimentation with new teaching methods or activities and altering them until they are successful
- Development of effective formative assessment methods to measure students' learning of course content

Pedagogical Content Knowledge

- Development of examples, materials, class exercises, or assignments that help students to learn difficult course concepts
- Creation of an approach or strategy for dealing with class management problems faced in teaching a particular type of course
- Creation of an approach or strategy to help students to think critically about course concepts

The Scholarship of Teaching-Continued

Rigorous Peer Reviewed Scholarship

(Each has been externally validated by rigorous peer review, editing by experts, and has passed a gatekeeper. This scholarship is missional and valued. Rigorous Peer Reviewed Scholarship accumulated after the awarding of the terminal degree will be considered in awarding tenure.)

General Pedagogical Development and Improvement

- Publication listing resource materials for a course and describing their use
- Publications on the use of a new instructional method

Classroom Research

- Publication reporting a new teaching approach or activity and the alteration necessary to make it successful
- Publication of a formative assessment method that improves students' learning of course content

Pedagogical Content Knowledge

- Publication of examples, materials, class exercises, or assignments that help students to learn difficult course concepts
- Publication of an approach or strategy for dealing with class management problems faced in teaching a particular type of course
- Publication of an approach or strategy to help students to think critically about course concepts

The Negotiated Scholarship Agreements for 16 departments and schools are given in the document
Negotiated Scholarship Agreements Compiled 2016 08 31.docx

Appendix-III. Contractual Faculty Personnel Policies

F. Tenure

15. Transition Schedule

Full-time non-tenured faculty members who have served at PLNU six years or less as of August 15th, 2014 will follow the revised procedures for tenure and promotion. To allow time for faculty members to transition from the previous promotion system to the new one, an automatic clock extension will be granted based on the following chart. No faculty member will be required to apply for up-or-out review until the 2018-2019 academic year.

Year of Hire	Year at PLNU	Clock Extension	Earliest Tenure Application*	Latest Tenure Application**
2013	1	2 years	2018-19	2020-21
2012	2	2 years	2017-18	2019-20
2011	3	3 years	2016-17	2019-20
2010	4	4 years	2015-16	2019-20
2009	5	4 years	2014-15	2018-19
2008 or before	6 +	4 years	2014-15	2018-19

* Could be earlier if moving in from other institution

** Could be later if eligible clock adjustments occur

Full-time non-tenured faculty members who have served at PLNU for seven or more years as of August 15th, 2014 will have the following options:

- a. Faculty members who have their terminal degree can choose the Tenure-Track or Multi-Year track option. The standards from the new tenure system will apply including up-or-out review.
- b. Faculty members who have their terminal degree also may choose to receive annual one year contracts for the duration of their service at PLNU. These faculty members will not face an up-or-out review and will fall under the load requirements for Professional Practice or Teaching Practice faculty members beginning Fall 2015.
- c. Faculty members without their terminal degree will be classified as Professional Practice or Teaching Practice faculty members and assume the load requirements for that category starting Fall 2015. They may still move back to the Tenure-Track if they complete their terminal degree within 4 years of Fall 2014. The tenure clock for these faculty members will extend 3-6 years beyond the academic year in which they complete their terminal degree.

Tenure Transition Timeline:

- a. All non-tenured faculty members with greater than 7 years of full-time experience at PLNU will be consulted and placed in the appropriate contract category by Fall 2016.
- b. New contract expectations (clock, teaching load, committee service etc.) will take effect for the 2015-2016 academic year.
- c. New developmentally focused evaluations will come to faculty members through the Faculty Development and Rank and Tenure Committees. They will be implemented in Fall 2016 and include:
 - i. Student rating of instruction instruments for all types of learning environments
 - ii. Peer Evaluation with trained evaluators
 - iii. Self-Academic Unit Leader Evaluations that are developmentally focused

16. Executive Summary Charts and Descriptions

The charts and descriptions in this paragraph of the Appendix are gloss on the actual text given in the corresponding section of this *Faculty Handbook* and are intended to provide a simplified overview of the tenure and promotion details. In case of disagreement, the *Faculty Handbook* text is the official source of information.

a. Faculty Hiring Tracks for Long-Term Faculty Members and Up-or-out Review Weights

Track	Terminal Degree Required?	Application Options for the Up-or-out Review	Time Limit to Up-or-out review****	Up-or-out Review Weightings*		
				Teaching Excellence	Service	Rigorous Peer Reviewed Scholarship/Equivalent Professional Pursuits**
Tenure-Track (The default)	Yes	Tenure, Multi-Year Contracts	6 Years	55%	20-25% ***	20-25% ***
Multi-Year-Track	Yes	Multi-Year Contracts	6 years	75-85%	15-25%	
Professional Practice-Track	No	Multi-Year Contracts	No Up-or-Out Review	85%	15%	
Teaching Practice-Track	No	Multi-Year Contracts	No Up-or-Out Review	85%	15%	

* Commitment to Christ and Christian Higher Education and Collegiality are required of all faculty members.

** Department/School-Rank and Tenure Committee negotiated every 5-15 years.

*** The sum is 45% with the distribution chosen and locked in by the faculty member at the time of the third year review.

**** Clock extensions are possible.

b. Faculty Loads

32 units is the typical two-semester traditional undergraduate full-time faculty member's load.
 36 units is the typical three-semester non-traditional and graduate full-time faculty member's load.

Load units:

Appointments	Teaching Load	Dept. Service	Service*				Research
		Advising Students, Chapel, Participation in Dept. Meetings, Committees & Projects.	Voting Faculty member	Institutional Committees	Assessment and WSCUC (WASC) Committees	Other	Rigorous Peer Reviewed Scholarship/ Equivalent Professional Pursuits**
32 in Two-Semesters Tenured	24 24	3 Required	2 Yes	Serves / Chairs	Makes significant contributions		3 3
Multi-Year Contracts	24	Required	Not required	Not required	Not Required	2***	3****
Professional & Teaching Practice	24	Required	Not required	Not required	Not Required	2***	3****
36 in Three-Semesters Tenured	27 27	4 Required	2 Yes	Serves / Chairs	Makes significant contributions		3 3
Multi-Year Contracts	27	Required	Not required	Not required	Not Required	2***	3****
Professional & Teaching Practice	27	Required	Not required	Not required	Not Required	2***	3****

* Commitment to Christ and Christian Higher Education and Collegiality are required of all faculty members. In particular, all faculty members are required to be actively engaged in and serving in a local church.

** Department/School-Rank and Tenure Committee negotiated every 5-15 years.

*** Negotiated level of service or 2 unit equivalent load.

**** At the level of Post Tenure Review (III.F.11.b.i) Up to three units of this load may be exchanged for additional teaching units or for other load that is beneficial to the institution that is assigned with the mutual consent of the faculty member, the Academic Unit Leader, the Dean, and the Provost.

c. Faculty Appointments and Contractual Load

	Adjunct Less than 50% FTE	Part-Time At least 50% FTE	Full-Time
32 in Two-Semesters Tenured	N/A	N/A	24+3+2+3*
Multi-Year Contracts	N/A	N/A	24+3+2+3
Professional & Teaching Practice	Contract by Units**	FTE% of 28+4***	24+3+2+3
36 in Three-Semesters Tenured	N/A	N/A	27+4+2+3
Multi-Year Contracts	N/A	N/A	27+4+2+3
Professional & Teaching Practice	Contract by Units**	FTE% of 32+4****	27+4+2+3

* 24+3+2+3 indicates distribution as in the table above this one.

** In no case may an adjunct faculty member's load exceed 12 units in any single semester (III.C.3.f.ii).

*** 28+4: The four units will be delineated in the contract and may include service to the department/school, service, and/or research.

**** 32+4: The four units will be delineated in the contract and may include service to the department/school, service, and/or research.

d. Timing Prior to (up-or-out) Summative Review

Yr	Fall		Spring		Summer
	Quad 1	Quad 2	Quad 1	Quad 2	
0		Recruit			
1	1 st Day		Comprehensive Annual Review		
2		Comprehensive Annual Review			
3			Third Year Review		
4		Comprehensive Annual Review			
5		Comprehensive Annual Review			Notice of Intent to Apply
6	Summative Review Application		Board of Trustees Decision		
7		Tenure or Grace Year			
8					Notice of Intent to Apply (Latest Extension)
9	Latest Extension Summative Review Application				
10		Tenure or Grace Year			

e. Tenure Clock Examples

Full-Time

Year	Traditional Elapsed Time	With Extensions Elapsed Time	With Two Extensions Elapsed Time
1	1	1	1.0
2	2	1 Child Born	1.5 Personal Illness (0.5)
3	3	2	2.5
4	4	3	2.5 Child Adopted
5	5	4	3.5
6	6 Must Apply	5 Can Apply	4.5 Can Apply
7	Tenured*	6 Must Apply	5.5 Can Apply
8		Tenured*	6.5 Must Apply
9			Tenured*

*Or terminal one-year contract (Grace Year)

Appendix-III. Contractual Faculty Personnel Policies

K. Salary

3. Faculty Salary Administration Policy

a. Internal Considerations

- i. The policies which follow are designed to implement the Basic Policy in (III.K.2). The definitions, procedures, and policies contained herein are consistent with practices in other institutions of higher education.
 - a) The establishment of the general level of faculty salary scale and salary pool is the responsibility of the Board of Trustees upon recommendation of the President. These recommendations are a part of the budget process.
 - b) Individual faculty member's salaries are established by the President upon the recommendation of the Provost, who is charged with the responsibility of administering faculty salaries in accordance with the policies, salary scale, and adopted "base salary."

ii. Definitions

- a) Basic salary: a faculty member's thirty-two (32) unit full-time equivalency contract salary.
- b) Total compensation: basic salary plus calculable fringe benefits.
- c) Salary scale base: the salary paid an Instructor for Step 1.
- d) Growth step: the incremental change from one step to the next within any rank.
- e) Raise: the increase in the salary scale base from one year to the next.

iii. The Faculty Salary Scale

a) Description

- 1) The scale is a modified step scale; i.e., the salary at each step is determined by using the factor given. The base salary amount assigned to Step 1 generates the amount of salary for each step of each rank.
 - 2) There is an overlapping of the salaries of adjacent ranks.
 - 3) There is a maximum salary paid in each rank.
 - 4) There is a "slow-down" in the growth steps at the last steps in each rank.
 - 5) Higher ranks have larger growth steps.
 - 6) The highest salary paid to a full professor is 2.225 times that paid to a Step 1 Instructor.
- b) Faculty Salary Scale Chart: this is the basic chart used to determine ranked faculty members' salaries. The factor at any step is to be multiplied by the "base salary" (step 1 of Instructor) to obtain the salary for the step.

Point Loma Nazarene University Salary Scale				
Step	Instructor	Assistant Professor	Associate Professor	Professor
1	1.000			
2	1.035			
3	1.070			
4	1.105	1.125		
5	1.135	1.165		
6	1.165	1.205		
7	1.195	1.245		
8	1.220	1.285		
9		1.325	1.350	
10		1.360	1.395	

11		1.395	1.440	
12		1.430	1.485	
13		1.465	1.530	
14		1.495	1.575	
15			1.620	1.650
16			1.665	1.700
17			1.705	1.750
18			1.745	1.800
19			1.785	1.850
20			1.825	1.900
21			1.860	1.950
22				2.000
23				2.050
24				2.095
25				2.140
26				2.185
27				2.225

iv. Placement on the Salary Scale

- a) Placement on the salary scale implies the completion of at least a master’s degree. A faculty member not possessing at least a master’s degree will be paid 90 percent of the step for which their experience and rank qualified them.
- b) Initial Placement on the Salary Scale:
 - 1) In calculating the step for initial placement, each individual begins on Step 1, plus steps for advanced degrees beyond the master’s and steps for related prior service experience.
 - 2) Credit for prior service experience will be given following the guidelines in (III.E.4.c).
- c) Because of the high cost of living in San Diego, Point Loma Nazarene University has fixed minimum steps in the ranks of Instructor and Assistant Professor (for the purpose of determining salary only). If the initial assessment places an incoming faculty member on a lower step, she or he will be compensated at the minimum step until the years of service and education place him or her beyond the minimum step.
 - 1) The minimum step for an Instructor is step 6.
 - 2) The minimum step for an Assistant Professor is step 10.

v. Effects of Promotion

- a) Promotion from one rank to the next will cause a faculty member to move from a step in one column of the salary scale to a step in the next column.
- b) This movement will take place as follows:

Instructor to Assistant Professor		Assistant Professor to Associate Professor		Associate Professor to Professor	
From Step	To Step	From Step	To Step	From Step	To Step
1-3	4	4-8	9	9-14	15
4	5	9	10	15	16
5	6	10	11	16	17
6,7	7	11	12	17	18
8	8	12,13	13	18	19
		14	14	19,20	20
				21	21

- c) These rank advancements are the smallest possible to assure a minimum salary increase for the promotion of .02, .025, and .03 respectively.
- vi. Step Advancement
 - a) With each year of experience, the faculty member advances one growth step on the salary scale.
 - b) Additional growth steps are granted with the completion of the following stages in a doctoral program:
 - 1) One step for thirty (30) hours beyond the M.A.
 - 2) A second step for sixty (60) hours beyond the M.A.
 - 3) One additional step for the completion of the doctorate.
 - c) The doctoral degree thus moves a faculty member a total of three (3) growth steps.
 - d) A faculty member with a C.P.A. would receive one additional growth step.
 - e) A faculty member with a “two-year” M.F.A. would receive one additional growth step.
 - f) There are no growth steps beyond those listed at each rank. A faculty member reaching the final step for her or his rank receives only the raise in salary due to any increase in the base (Step 1, Instructor).
- b. External Considerations
 - i. Benchmark
 - a) The Board of Trustees has established that the PLNU faculty members’ salaries are targeted at the 80th percentile of the salaries in the AAUP IIB category as published in the magazine Academe. The 80th percentile is calculated in the manner described in (III.K.3.b.ii).
 - b) In the event that PLNU becomes an AAUP IIA school the salaries will be targeted at the 50th percentile of AAUP IIA schools using the same method of calculation.
 - ii. Method for Calculating the Base Salary for the Next Year
 - a) Determine the PLNU average Professor, Associate Professor and Assistant Professor salaries for the current academic year (these should be the salaries reported to IPEDS on the form IPEDS-SA or a similar form).
 - b) Determine the PLNU number of Professors, Associate Professors and Assistant Professors for the current academic year (these should be the numbers reported to IPEDS on the form IPEDS-SA or a similar form).
 - c) Determine (by looking up in Academe) the AAUP IIB 80th percentile salaries for Professor, Associate Professor, and Assistant Professor for each of the previous four academic years.
 - d) Use the PLNU number of Professors, Associate Professors, and Assistant Professors for the current academic year to compute a weighted average of the salaries for each of the four years of data from Academe.
 - e) Use the PLNU number of Professors, Associate Professors, and Assistant Professors for the current academic year to compute a weighted average of the salaries for PLNU for the current academic year.
 - f) Fit a least squares regression line to the four AAUP IIB weighted averages. From this line predict the weighted average for the next two years.
 - g) Compute the percent increase in the base salary by determining the percent increase from the PLNU current year weighted average to the average for the second year predicted by the least squares regression.

iii. Procedures to Be Used

- a) It is the responsibility of the Vice President for Finance and Administrative Services or their designee to gather the information and calculate the change in the base salary annually.
- b) At least two weeks prior to any reporting of results, the Rank and Tenure Committee will have access to this information and an opportunity to discuss the calculations with the Vice President for Finance and Administrative Services.
- c) The proposed change in the base salary is then reported to the President, the Provost, and the Rank and Tenure Committee. Upon approval by the Board of Trustees at their spring meeting, the change in base salary is reported to the Faculty.
- d) A detailed, step-by-step procedure for all of these calculations has been developed and is kept by the Office of the Vice President for Finance and Administrative Services

Appendix-IV. Faculty Member Responsibilities

This space reserved for future appendix material.

Appendix-V. Institutional Policies

B. Professional Growth

4. Sabbatical Leave

c. Sabbatical Selection Criteria

- i. Sabbatical leaves may be granted by the Board of Trustees, on recommendation of the President. The President's recommendation is based on the sabbatical selection process and criteria that have been approved by the Faculty.
- ii. The Faculty Resources Committee evaluates sabbatical leave proposals based on criteria established by the Faculty and gives the Provost a ranking of the submitted proposals based on objectively scoring the proposals using the following evaluation device:

Evaluation Device		Percentage Distribution
No.	Description	
1	Is the supporting documentation complete?	5%
2	Is the background information complete?	10%
3	How will this project enhance the applicant's teaching?	20%-50%*
4	How will this project enhance the applicant's scholarship?	20%-50%*
5	Is the project viable?	10%
6	What additional service has the applicant provided to the University?	5%

* The percent assigned to each of the items numbered 3 and 4 must be greater than or equal to 20% and the sum of the items numbered 3 and 4 must equal 70%.

d. Sabbatical Applications and Selection Process

- i. Applications for sabbatical leaves are made in writing and must be submitted to the Dean by the deadline listed on the annual academic administration calendar for leaves to be granted the following academic year.
 - a) The application must include the following items.
 - 1) A Sabbatical Proposal Cover Sheet, available online, which must include the term of leave requested. The applicant must distribute 70% among items 3 and 4 of the evaluation device in (Appendix-V.L.4.c.ii), with each item receiving at least 20%.
 - 2) An updated curriculum vitae.
 - 3) A detailed proposal for the sabbatical project. The written proposal must include the specific objectives and documentation to substantiate the faculty member's ability to accomplish the stated objectives. The proposal should address the items listed in the evaluation device above.
 - 4) A list of the essential courses that must be covered if the faculty member's sabbatical is approved. The faculty member will request her or his Academic Unit Leader to provide this to the Dean.
 - b) The faculty member will provide a copy of the application to the Provost and to her or his Academic Unit Leader.
 - c) The sabbatical selection process can be very competitive, and it is recommended that faculty members applying for a sabbatical leave prepare thoroughly.
 - 1) A set of questions to help applicants prepare the sabbatical proposal is found in Appendix C.
 - 2) For additional advice and assistance in preparing the sabbatical application, faculty members should contact the Center for Teaching and Learning.
- ii. The Dean will review each submitted application to ensure the faculty member may be considered for a sabbatical and provide the findings along with the eligible applications

- to the Faculty Resources Committee.
- a) The Dean verifies each applicant's potential eligibility to apply for a sabbatical leave following the policies in (III.L.4).
 - b) The Dean prepares an estimated cost to the University of each faculty member's sabbatical leave.
 - c) In the case of an application by more than one faculty member from a single Academic Unit, the Dean consults with the Academic Unit Leader regarding any foreseeable difficulties anticipated due to the simultaneous absence of the faculty members who have applied. If necessary, the Dean registers any concerns about the potential of simultaneous sabbatical leaves with the Provost and the Faculty Resources Committee.
- iii. The Faculty Resources Committee will judge the proposals based on the evaluation device in (Appendix-V.L.4.c.ii) and submit its findings to the Provost.
 - a) The Committee will give each proposal a score based on criteria 1-6 and the percentage distribution as defined in the evaluation device. The score is obtained by assigned 3, 2, or 1 points for high, medium, and low, respectively, and taking a weighted sum according to the percentage distribution. The proposal must have a 2.0 minimum score to be an acceptable project.
 - b) If there is a tie among the proposals, then tie-breaking decisions will be made by the Provost, favoring an applicant with a greater length of service to the University since the last granted sabbatical, or length of service to the University if no sabbatical has been granted.
 - iv. The President, in consultation with the Provost, will make the final decision on applicants and submit this recommendation to the Board of Trustees for approval. The Provost may consider the hardship on individual departments or schools caused by having multiple faculty members on sabbatical leaves in the recommendation to the President.
 - v. Once approved by the Board of Trustees, all arrangements for the sabbatical leave are made in writing and signed by the applicant and the Provost. A copy of the agreement is placed in the faculty member's permanent personnel file.
- e. The following procedure should be followed in order to take advantage of the restricted account provision in (III.L.4.c.vi.c).
 - i. The Office of the Provost notifies the faculty member of the amount of sabbatical service allowance, including travel allowance. The Office of the Provost sends a copy of the notification to Accounting.
 - ii. Accounting contacts the faculty member to determine how much (if any) of the sabbatical allowance the faculty member wants to place in a restricted account. Accounting sends the restricted account set-up form to the faculty member to be completed and returned to Accounting.
 - iii. Accounting assigns a restricted number to the faculty member's account and adds it to the general ledger. Accounting informs the faculty member of the restricted account number and provides the faculty member with instructions as to the procedures for the proper submission for payment and reimbursement.
 - iv. The faculty member submits requests for payment and reimbursement from the restricted account to Accounting.

Appendix-V. Institutional Policies

B. Professional Growth

5. Research and Special Projects Fund (RASP)
 - c. Faculty members are encouraged to apply for any project that seems to fit the RASP guidelines. Preference will be given to those proposals that have an obvious relationship to the central purpose of the Professional Development Program. Most of the projects are assumed to be capable of being completed within a year of the funding date. Both pure research and applied projects are eligible to be funded, but priority will ordinarily be given to research that is clearly related to the applicant's teaching field.
 - d. Use of Awarded RASP Funds
 - i. Funds may be used for such items as printing, supplies, materials, secretarial services, postage, or other necessary expenses.
 - ii. Funds may not be used for compensation, tuition, fees, subscriptions, memberships, or for purposes covered by any other portion of the Professional Development Fund.
 - iii. Awarded RASP money is only available to the faculty member for one year from the date of the award.
 - e. Procedure for Awarding RASP Funds
 - i. The faculty member submits a RASP application to the Provost by Wednesday of the eighth week of the fall semester of each year.
 - ii. A three-member subcommittee of the Faculty Resources Committee, appointed by the Provost, will review and rank all proposals and report its recommendations back to the Provost.
 - iii. The final decision will be made by the Provost, who will announce the awardees.
 - f. At a scheduled time and place determined by the Provost, the faculty member will make a presentation about her or his RASP-funded project to the Faculty.