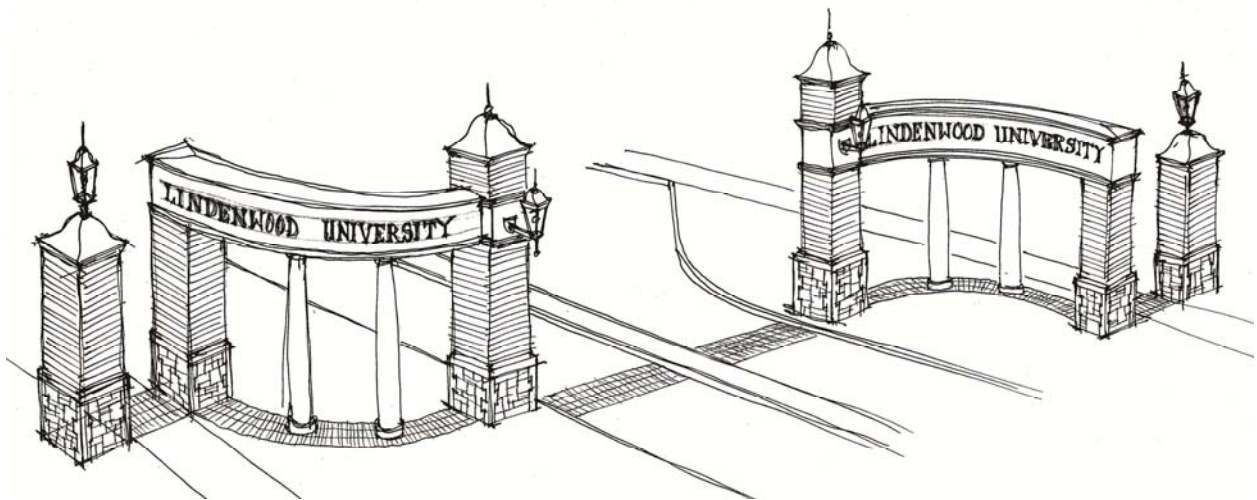


LINDENWOOD

Faculty Guidebook

Revised January 2013



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SECTION 1: FACULTY GUIDEBOOK INTRODUCTION

Faculty Guidebook Overview

Welcome to Lindenwood! You are here because of your unique talents, your academic qualifications, and your ability to contribute to the mission of the University and the greater good of the Lindenwood community. Please read this document carefully. These policies and procedures will support and guide you as you perform your professional duties.

This document was crafted by the Faculty Council and the administration and contains general guidelines for safe and effective operating practices. The Faculty Guidebook should not be considered a contract, either expressed or implied, between the University and employee. Moreover, these guidelines neither confer any obligation on Lindenwood University nor create any right to employment on the part of employees.

The Faculty Guidebook is an accumulation of policies developed by Lindenwood University over a long period of time. A policy is a "guideline for thinking" that reflects the normal procedure for handling routine employee matters with room on the part of the administration to make adjustments to do what is equitable under particular circumstances. This definition of a policy should be compared to hard and fast rules from which there can be no deviations.

For details on the contractual benefits and obligations afforded the faculty, please see the board-approved **Faculty Handbook (Appendix A)**.

Conformance with the Law

The contents of this guidebook have been drafted with the intent of conforming with all laws. Anything stated herein shall be deemed subject to, and modified by, any current, amended, or future federal, state, or local law in order to be in conformance.

LETTER FROM THE PRESIDENT

Dear Lindenwood Faculty Members:

This guidebook is intended to support your efforts on behalf of the University and her most important constituents – our students. Understanding explicit policies, procedures, and expectations is a critical task incumbent upon all of us. I urge you to read this document in its entirety, refer to it often, and offer suggested changes when appropriate. This publication is designed to

- increase the efficiency of day-to-day operations,
- enable us to better serve our students,
- make our work more personally and professionally satisfying,
- enhance our collective commitment to the University and her mission.

In short, by making University policies and procedures clearer, we hope to empower you to excel and succeed in your important work as educators.

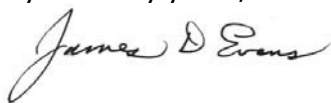
Although this guidebook is not an employment contract, it does represent the formal structure of our business operations and the behavioral norms endorsed and supported by the Lindenwood community. Accordingly, every member of that community is expected to abide by and support the policies and guidelines presented here.

Lindenwood succeeds, by and large, through our unique personal commitment to integrity, to each other, and to our students. We expect members of our student body to adapt well and contribute productively to a rule-governed society. We expect them to reflect maturity and appropriate priorities. We can expect no less of ourselves.

As Lindenwood continues to experience exponential growth, we retain a deep concern for the individual while acknowledging that the rights of all are best protected by our commitment to the Golden Rule. No employee's personal needs should ever rise above the mission of our University. The academic freedom enjoyed by faculty must always be balanced by personal responsibility and accountability.

To that end, this Faculty Guidebook will help us all stay on track and continue to put the needs of our students first. I thank you for your daily contributions to the uniquely respectful and dignified learning environment with which we are blessed.

Very sincerely yours,



James D. Evans, PhD
President

Lindenwood History

Mary Sibley founded Lindenwood University in 1827 in the frontier town of Saint Charles, Missouri. "Lindenwood Female College" began as a finishing school for young women from well-to-do families but from its inception was committed to combining professional preparation with academic pursuits, the social with the intellectual, and the spiritual with the physical. In short, Mary Sibley brought holistic higher education to the American frontier.

Lindenwood became a Presbyterian college in 1853 and still maintains a historical relationship with the Presbyterian Church. In 1918, Lindenwood became a four-year college, and in 1997, Lindenwood became a comprehensive University. Historical reviews and summaries of its development indicate that Lindenwood held to its original purpose, customs, and ideals through the mid-1960s. Soon, however, Lindenwood began to feel the impact of the economic pressure and rapid culture change that marked the decades of the '60s and '70s.

In 1969, Lindenwood attempted to strengthen its financial base by becoming coed. In 1975, the Lindenwood Female College became The Lindenwood Colleges, a federation of four enterprises: The Lindenwood College for Women, The Lindenwood College for Men, The Lindenwood Evening College, and The Lindenwood College for Individualized Education. Graduate programs were also added to the mix.

During the '70s and '80s, the school suffered increasing operating deficits and accumulated substantial indebtedness. The demand for higher education was still present, but Lindenwood had drifted away from the institutional characteristics that would best serve that population. In the spring of 1989, the number of resident students had dropped below 1,000, the financial situation was dire, and there was no well-defined sense of purpose and direction. In view of the school's seemingly inexorable decline, the board of directors considered closing its doors permanently.

Instead of shutting down one of America's oldest institutions of higher education, however, Lindenwood's board made a courageous decision to "refound" the school. This decision involved three major actions. First, the board recruited an experienced President and directed him to transform the University into a carefully managed institution. Second, the board worked with the President and key members of the University community to rebuild the mission in a way that would bring Lindenwood back to its historical purpose and objectives. Third, the University community committed itself to implementing the rebuilt mission throughout all academic programs and in the day-to-day operations of the campus.

These actions launched a new era for Lindenwood that was based on a return to the fundamental precepts that had given rise to the original frontier University: individualized, holistic, values-oriented higher education that combines the practical with the academic. Several significant changes and initiatives followed adoption of the revised mission: Dormitory visitation rules were re-established and enforced; a code of conduct was developed; programs aimed at developing a strong work ethic were put in place; the ideal of community service was made a prevailing expectation; a number of new co-curricular opportunities and student organizations were added; a serious, individualized advising system was implemented; and the general education curriculum was strengthened to merge a traditional "liberating arts" form of higher education with career preparation.

Lindenwood College became Lindenwood University in 1997. Just a year later, the administration recognized the unique possibilities presented by the University's rich frontier heritage, and Lindenwood acquired the historic homestead built and maintained by Daniel Boone, his son, Nathan, and their families in rural Defiance, Missouri. The Daniel Boone Home and Heritage Center is the headquarters of Lindenwood's Center for the Study of American Culture and Values, which offers programs in American Studies and Environmental Studies.

When linked with tighter overall management of the institution and aggressive recruiting and public relations campaigns, these changes resulted in a period of prosperity unprecedented in the University's storied history. New construction arrived in 1996 with the building of the Hyland Performance Arena. By the 1998-99 academic year, the unduplicated student count approached 9,500, the faculty had grown from fewer than 50 professors to more than 140, and the school had experienced nine consecutive years of balanced budgets and increasing revenues.

In 2000, Lindenwood began building new residence halls—the first such construction in more than 30 years. In 2002, Lindenwood built a beautiful new campus center, which the board of directors named in honor of then-President Dennis Spellmann. A 138,000 square foot Fine and Performing Arts Center opened in the summer of 2008. A new President's residence, the Lindenwood House, was completed in 2010, and the Evans Commons opened for student use in 2011.

Not only has the main campus expanded, but Lindenwood has branched out in the St. Louis metro region—adding a campus in Belleville, as well as extension centers in Lincoln County, North St. Louis County, O'Fallon, South County, St. Louis City, Weldon Spring, Wentzville, and Wildwood. The Belleville site inaugurated a day college in the fall of 2009. The annual student headcount at all locations combined is approximately 17,000.

Lindenwood University strives to be the preeminent representative of a new category in higher education—the teaching university. The teaching university does not aspire to be the bureaucratic, fragmented research university that populates the mainstream of higher education. It stands for teaching excellence and fiscal responsibility and seeks foremost to be accessible and affordable to students. We offer more than 120 degrees, including doctoral degrees in education.

Lindenwood is a member of and/or accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools, the Accreditation Council for Business Schools and Programs, the Council on Social Work Education, the Commission on Accreditation of Athletic Training Education, the Missouri Department of Elementary and Secondary Education, and is fully endorsed by the Society for Human Resource Management. Lindenwood is a member of the Teacher Education Accreditation Council and the Council for Higher Education Accreditation.

As for sports, the University is a provisional member of the Mid-America Intercollegiate Athletic Association (MIAA), which is widely considered the toughest NCAA Division II conference in the nation. The Belleville campus is a member of the National Association of Intercollegiate Athletics.

With the Board of Directors' and the administration's dedication to academic excellence, future expansion will continue to be driven by the educational needs of Lindenwood's students and the academic goals of the faculty. Mary Sibley ran a carefully managed school with a resourceful spirit and a clear purpose. She would have been proud of today's Lindenwood.

Mission Statement

Lindenwood University offers values-centered programs leading to the development of the whole person – an educated, responsible citizen of a global community.

Lindenwood is committed to

- providing an integrative liberal arts curriculum,
- offering professional and pre-professional degree programs,
- focusing on the talents, interests, and future of the student,
- supporting academic freedom and the unrestricted search for truth,
- affording cultural enrichment to the surrounding community,
- promoting ethical lifestyles,
- developing adaptive thinking and problem-solving skills,
- furthering lifelong learning.

Lindenwood is an independent, public-serving liberal arts University that has a historical relationship with the Presbyterian Church and is firmly rooted in Judeo-Christian values. These values include belief in an ordered, purposeful universe, the dignity of work, the worth and integrity of the individual, the obligations and privileges of citizenship, and the primacy of the truth.

Faculty and Staff Code of Ethics

Lindenwood University Employee Code of Ethics

This code applies to all Lindenwood University employees, full- and part-time, including faculty members, graduate assistants, and all members of the staff and administration.

Lindenwood's Mission-Based System Lindenwood University's Code of Ethics is built upon the mission of the University and incorporates the founding principles of the institution. All conduct is expected to be concordant with and supportive of the Lindenwood University Mission statement, with particular emphasis upon a values base and good citizenship, as well as the development of those behavioral traits in our students.

A Student-First Ethic Each of us must recognize that we have a primary responsibility to the student and that our decisions and actions must serve that priority. Under no circumstances are students to be ignored, deferred, used primarily for one's personal purposes, or exploited.

Individual Responsibility The employee is expected to take responsibility for his or her job duties and behaviors, as well as for general demeanor and conduct during non-work hours. It is incumbent upon all personnel to reliably report to work with a positive attitude and a readiness to perform effectively.

Integrity Employees are expected to hold themselves to the highest standards of conduct and expression. Deliberate misrepresentation is not acceptable. It is not permissible for any employee to engage in false accusation, denial or distortion, or fabrication of alleged events or data.

Punctuality The Lindenwood community values timeliness. Students and members of the faculty, staff, and administration are required to appear punctually for work, meetings, ceremonial events, and off-campus commitments.

Ownership and Commitment Employees are expected to exhibit positive regard for the University in their daily activities, both on and off campus, and to work at all times in the best interest of Lindenwood and her students.

Follow-through When given an assignment or presented a situation or a request for help, the Lindenwood employee is obligated to respond in a timely and effective manner. If an employee is given an assignment by his or her supervisor, that employee is obligated to see the task through to completion and apprise the supervisor of having finished the project.

Reporting and Chain of Command Members of the Lindenwood community must strive to respect and cooperate with their supervisors. Similarly, supervisors are expected to exhibit respect and positive mentorship toward their employees and not let personal needs or biases affect the work relationship. It is inappropriate for an employee to routinely skirt around the official supervisor and report to an "unofficial" supervisor because he or she feels more comfortable in dealing with the latter person. The chain of command must be followed.

Personal Health and Conduct We strongly urge our employees to avoid practices and habits that are harmful to their physical and mental wellbeing and to adopt eating, sleeping, and exercise regimens that will help them remain optimally suited to perform their duties at the highest possible level. No member of the Lindenwood community is to display foul language or crude, disrespectful, or immature behaviors, either at work or after hours.

Nepotism and Favoritism The University's official stance is that it discourages nepotism and favoritism and, to the extent possible, strives to avoid creating or allowing work situations that foster either of those problems. No employee should attempt to influence the fortunes of a friend or relative in the work environment in matters of co-worker disputes, supervisor-employee relationships, or eligibility for promotions, raises, or special recognition or rewards. Faculty members are not to permit relatives or close friends to enroll in their classes, unless there is no other option to fulfill graduation requirements.

Confidential Information All members of the Lindenwood community are required to abide by the stipulations of the federal Family Education Rights and Privacy Act. Beyond that statute, our employees are expected to use mature judgment to protect the sanctity of personal, classified, and confidential information about students and fellow employees.

Cyberspace Conduct Lindenwood employees are expected to exercise psychological maturity, respect for others, and netiquette when browsing the Internet and using e-mail services. Cyberbullying, personal attacks, and rudeness stemming from the "safety" of digital distance are considered abuse by this institution. Members of our campus community are expected to identify

themselves when communicating online and to take responsibility for their words and actions in regard to computer use.

Open-mindedness and Tolerance Our employees are not to belittle, slight, persecute, or alienate others because of their race, ethnicity, origin, or their religious or political views – whether liberal or conservative. Sexual orientation is a personal matter that does not differentiate among levels of virtue, ability, success, or worth; a person’s orientation should not be a reason for ridicule or discrimination.

Legal Infractions Any employee who commits, is convicted of, or confesses – either explicitly or by legal maneuver – to having committed a crime will be permanently terminated from his or her position at Lindenwood.

Understanding Institutional Ethics More information is available from the Vice President for Human Resources.

SECTION 2: HUMAN RESOURCES/POLICIES & PROCEDURES

Human Resources Overview

Lindenwood University constantly endeavors to maintain its position as one of the best teaching Universities in the nation. Therefore, attracting and fostering talented personnel is a critical priority. Lindenwood's leadership accomplishes this by

- recruiting and retaining compassionate, capable, committed, community-minded professors who are attuned to the Lindenwood mission and to the needs of our academic community;
- providing equitable compensation, benefits, and recognition systems that help retain and motivate employees;
- assuring that the University provides a fair and just work environment.

All open positions are advertised through the Chronicle of Higher Education and the St. Louis Region Higher Education Recruiting Consortium (www.stlherc.com). The following information details specific policies and procedures related to employment and to Lindenwood's commitment to employee satisfaction.

Legal Obligations and Policies

The contents of this guidebook, as well as University policies and procedures, have been drafted with the intent to conform to the laws of the land. Anything stated herein shall be deemed subject to, and modified by, any current, amended, or future federal, state, or local laws in order to be in conformance. Human Resource policies and procedures likewise require all employees to abide by applicable laws and all University policies.

Disability Support

If reasonable accommodations are required to enable a qualified applicant or employee with a disability to participate in the application process or to perform essential job functions, the Vice President for Human Resources/Dean of Faculty (VP-HR/Dean of Faculty) should be contacted.

Sexual Misconduct

Lindenwood has a zero tolerance policy for any sexual misconduct, whether physical, verbal, or via the Internet. Unwanted sexual overtures, approaches, or attacks – and any sexual intention expressed or communicated to a minor – shall result in the immediate involvement of law enforcement agencies and dismissal from the University. Predatory behavior in person, in writing, or through electronic means is prohibited. Any student, faculty member, or staff member who engages in stalking or solicitation shall be reported to law enforcement officials and permanently dismissed/furloughed from the University. Lindenwood shall cooperate fully in supporting the prosecution of any such crimes.

Harassment Statement

Lindenwood University prohibits harassment based on such factors as race, color, creed, sex, age, national origin, religion, sexual orientation, and mental or physical disability, qualified disabled and qualified protected veterans. Lindenwood will not tolerate any conduct which constitutes harassment of any employee or any individual working in a Lindenwood University facility by any person, including faculty, students, staff, administrators, vendors, or any non-employee who is working in a Lindenwood University facility. Harassment includes verbal, physical, or visual contact that creates an intimidating, offensive, or hostile work environment or that unreasonably interferes with job performance. Harassment may also include unwelcome, offensive slurs, jokes, or other similar conduct. Sexual harassment also includes any request or demand for sexual favors that is implicitly or expressly a condition of employment, continued employment, or considered in employment decisions such as promotion, performance evaluation, pay, discipline, work assignment, etc.”

Retaliation against or intimidation of a person who has filed a complaint of sexual harassment is also prohibited. Sexual harassment in which an employee makes sexual advances, requests sexual favors, or engages in any other verbal or physical conduct of a sexual nature toward a Lindenwood University student, even if that student is not directly under the employee’s supervision, will not be tolerated.

Lindenwood University forbids all forms of harassment. Lindenwood University investigates each harassment complaint thoroughly and promptly. Investigations will be conducted in a sensitive manner, and, to the extent possible, confidentiality will be honored.

Disciplinary action up to and including termination will be imposed on employees engaging in such actions. Any matter involving harassment or discrimination should be brought to the immediate attention of the employee’s supervisor or one of the University officers listed below:

Dr. Richard Boyle Vice President Human Resources/ Dean of Faculty 636.949.4477	Ms. Julie Mueller Vice President Operations & Finance/COO 636.949.4901	Dr. Jann Weitzel Vice President Academic Affairs/ Provost 636.949.4846	Dr. John Oldani Vice President Student Development 636.949.4993
Dr. Keith Russell Interim Dean of Academics Belleville Campus (618) 239-6021	Dr. Angela Wingo Dean of Students Belleville Campus (618) 239-6061		

Equal Employment Opportunity and Affirmative Action Statement

Lindenwood University is an Equal Opportunity employer. The University complies with appropriate federal, state, and local laws and provides equal employment opportunities and access to educational

programs without regard to race, color, religion, gender, age, sexual orientation, national origin, veteran status, disability, or any other protected status to all qualified applicants and employees. Lindenwood University is committed to a policy of non-discrimination and dedicated to providing a positive discrimination-free educational work environment.

Any matter involving discrimination of any type should be brought to the immediate attention of the employee's supervisor or one of the University officers listed above.

Internal Recruitment

Lindenwood University is dedicated to assisting faculty and staff reach their professional goals through internal promotions or transfer opportunities. Internal posting of job opportunities prior to any external posting enables current employees to apply for an available position either prior to or at the same time as it may be advertised externally.

Policy:

The Vice President for Human Resources will ensure all eligible, regular available positions are posted in a folder labeled "Job Position Postings" on the PCcommon (P) site of the University's information system. The goals for the posting of positions for internal recruitment are (1) to fill positions with the best qualified individuals; (2) to develop and maintain a high quality, diverse workforce; and (3) to encourage the promotion or lateral transfer of qualified existing employees.

Definitions:

Regular Position - The open position is expected to last at least twelve months.

Qualified Individual - An individual who meets the posted eligibility requirements for the open position

Internal Candidate - An individual who is presently employed by the University and who has full-time, part-time, or adjunct status and who meets the following criteria: (1) fulfills the posted minimum qualifications for the vacant position;(2) has held his or her present position for a minimum of six months; and (3) submits a request for consideration for a specific posted position along with a current resume to the Vice President for Human Resources via his/her supervisor.

Posting - All eligible listings for employment opportunities will be posted as outlined above at least seven days prior to any external posting and/or advertisement.

Exceptions - The following positions/situations are excluded from this policy: (1) transfer of employees due to budgetary provisions; (2) transfers due to reasonable accommodation, such as Pregnancy Leave, or Family and Medical Leave; (3) a change of title or position for a current employee precipitated by institutional reorganization; and (4) when a filled academic or professional staff position is transferred to an administrative-level position.

Fraternization

Employees are prohibited, under any circumstances, to engage in any physical or improper social interaction with students, regardless of the student's age or consent to such conduct. Further, employees shall not date or entertain or socialize with students in such a manner as to create the perception that a

dating relationship exists. In addition, consumption of alcohol with students is prohibited prior to, during, or after any school-related activity or trip, including study abroad and athletic travel. If a student initiates inappropriate behavior toward a faculty member, that professor shall document the incident and report it to his/her school dean.

If inappropriate employee behavior is discovered, the University considers such actions as grounds for dismissal.

Indemnification

As part of the University's commitment to its instructors, Lindenwood will protect against damage, loss, or injury due to work and or decisions made in the best interests of the University. This policy is contingent on the University's determination that the incident is not caused by malicious intent or egregious negligence.

University-Related Legal Actions

Prior to giving out any information, faculty members should contact their dean and the University's In-House Legal Counsel if confronted with any of the following:

- litigation related to the University
- threats of litigation
- contact by an attorney
- receipt of a summons or subpoena
- contact by a private investigator
- written or verbal notice of noncompliance with any federal, state, or local law

Whistleblower Policy

Lindenwood University requires directors, officers, and employees to comply with its Code of Ethics and observe high standards of business and personal ethics in the conduct of their duties and responsibilities in all matters, including those related to the University's Whistleblower Policy. (See **Appendix B: Whistleblower Policy**)

EMPLOYMENT POLICIES

Contracts and Employment

Each year, returning faculty members are offered one-year contracts that range from nine to 12 months in duration. Any faculty member may request an alternative contract that varies in duration from the previous year. (See **Appendix B: Change of Compensation**).

Unless otherwise contracted, Lindenwood recognizes a faculty member's right to resign at any time for any reason; similarly Lindenwood may terminate a professor's employment at any time for cause.

Employees are expected to comply with all federal, state, and local laws at all times, whether on or off campus, and failure to do so is deemed unacceptable conduct. Any such violations determined to be egregious by the University are grounds for discipline or termination.

Grounds for discipline or termination include, but are not limited to

- poor performance
- dishonesty
- theft
- security breaches
- insubordination
- fighting or threatening violence
- smoking in prohibited areas
- harassment of any kind
- excessive and/or unauthorized absences
- excessive tardiness
- discrimination
- vandalism
- working under the influence of alcohol or unauthorized controlled substances
- being in possession of alcohol (except in approved areas)
- being in possession of controlled substances
- being in possession of a firearm (including parking lots and green spaces) unless in conjunction with a University class or activity
- unauthorized disclosure of confidential information
- plagiarism
- libel or slander of any individual associated with the University
- abusive or offensive language
- health and safety threats
- conduct not in keeping with Lindenwood philosophy or other violations

Grievance Procedure

Grievances with a person or the institution should be brought to the attention of the school dean via a signed, written statement. The dean will then seek resolution.

Grievances with the school dean should be brought in a signed, written statement to the executive management team:

Vice President for Human Resources/Dean of Faculty	(VP-HR/Dean of Faculty)
Vice President for Academic Affairs/Provost	(VP-AA/Provost)
Vice President for Operations & Finance/Chief Operating Officer	(VP-OF/COO)
Vice President for Student Development	(VP-SD)

Procedures for Appeal of Faculty Termination and Non-Renewal

I. Termination and Nonrenewal of Contract

A. Termination for Cause

The administration may dismiss a faculty member at any time for cause, defined as failing to fulfill one's professional duties or to conduct oneself according to acceptable professional standards, as defined by a committee of his/her peers. Performance problems that are cause for dismissal shall include but are not limited to the following:

- * Poor work execution
- * Incompetence, defined as lack of sufficient ability, education, training, or experience to perform adequately
- * Failure to carry out assigned duties
- * Unethical conduct
- * Posing a threat to the safety and security of the campus, the work environment, or the reputation of the University

B. Non-Renewal

The Administration may decide to not renew a faculty member's contract without a performance-related cause when that decision best serves the overriding educational, programmatic, or economic interests of the University. Written notice of non-renewal shall be delivered to the faculty member by March 15 in the first year of service, December 15 in the second year of service, and at least 12 months prior to the last work day after the second year of service.

C. Appeal Process

A full-time faculty member who is notified by the Administration that his/her contract will not be renewed after at least three years of service or who is dismissed for cause in any year of service has a right to appeal the decision through these procedures:

1. Within 14 calendar days following the date of receiving written notice of termination or non-renewal, the faculty member may appeal the decision to the Dean of Faculty through written request, and the Dean of Faculty shall conduct a meeting with the faculty member and his/her school dean and department chair. Within seven business days after that hearing, the Dean of Faculty shall make a recommendation to the President to either sustain or reverse the decision.
2. If the decision is sustained and the faculty member believes that either academic freedom or the evidentiary review is at issue, the faculty member shall then have 14 calendar days to submit a written request to the Faculty Council for a hearing before that body. The faculty member shall send copies of the request to his/her school dean and the Dean of Faculty.
3. The Faculty Council shall review the request and determine whether a formal hearing should be conducted. If the council concludes that a hearing is warranted, it shall elect a

subcommittee of three members to conduct the proceedings. At least two of the subcommittee participants shall have a minimum of six years of full-time faculty service, with at least three years of full-time faculty service at Lindenwood, and none shall be from the petitioner's academic school.

4. The affected faculty member, the school dean, and the department chair shall be present at the hearing, and the faculty member shall have the opportunity to present any information he/she believes will support his/her case.
5. The school dean, department chair, affected faculty member, and/or members of the subcommittee may invite other members of the faculty or administration to speak to the issue.
6. Student opinion may be introduced through individual written statements or course evaluations at the Faculty Council's discretion.
7. Within seven days of receipt of its subcommittee's report and conclusion on the hearing, the Faculty Council shall meet and determine a recommendation, and the council chair shall submit that recommendation in writing to the Dean of Faculty and the affected faculty member, normally within two business days of the determination.
8. The Dean of Faculty shall submit a copy of the Faculty Council's written recommendation and supporting evidence and statements to the President, with his/her recommendation. The President shall issue a final administrative decision in writing to the faculty member and the council.
9. Any complaint alleging an arbitrary or capricious decision related to continued employment status may be appealed in writing to the Executive Committee of the Board of Directors only after all other procedures described here have been exhausted.
10. All evidence and conversations in this appeal process shall be held in strictest confidence by all parties.

II. Procedures for Actions Stemming from Financial Exigency or Program Elimination

1. Declaration of financial exigency or elimination of an academic program will be determined by a vote of the Board of Directors.
2. The Faculty Council will be consulted for input and recommendations to the administration prior to a board vote on program or specialty deletion.
3. The academic administration and Faculty Council will work together to review programmatic and academic personnel priorities; those conversations will be taken into account by the President as he or she formulates a recommendation for the Board of Directors.

4. If a faculty member is slated for non-renewal for reasons of financial exigency or program or specialty deletion, the University will make all reasonable efforts to place him or her in an alternative position that is consistent with the individual's credentials.
5. A faculty member whose position or program has been eliminated shall be paid through the end of his or her current contract.

Professional Security and Annual Contracts

Faculty members are issued annual contracts based upon individual merit, institutional needs, and available resources. Lindenwood University does not grant tenure and has abolished tenure for all existing and future faculty and replaced it with a merit system. Lindenwood University ensures fair employment practices. Faculty members are considered full-time professional employees. Reduced-time contracts may be considered.

Contract Renewal

Faculty members will be notified of renewal or non-renewal of contracts by March 15. Individual faculty members wishing to appeal non-renewal may submit a written appeal to the Dean of Faculty. After review of the appeal, the Dean of Faculty will forward the appeal, along with a recommendation, to the President who will make a final determination. Any complaint alleging an arbitrary or capricious decision related to continued employment status may be appealed in writing to the Executive Committee of the Board of Directors.

A faculty member who does not intend to accept a contract for the following academic year should submit a written resignation to the President no later than one week following the offer of employment.

Faculty Contract Process

Every late summer/early fall season, the VP-HR/Dean of Faculty reviews the Faculty Handbook, Faculty Guidebook, and related personnel policies with the Faculty Council and the Deans' Council and requests input on recommendations for change and improvement. The resulting recommendations are evaluated by the President, the VP-HR, and the VP-AA, and many of the recommendations are formally recommended to the Mission and Purpose Committee of the Board of Directors. Any suggested changes approved by that committee and the Executive Committee of the board are then formally proposed to the Board of Directors at its November meeting for final approval. The formulae for faculty teaching assignments are then vetted and, when necessary, updated and revised annually via this regularly scheduled series of meetings.

Process for Determining Individual Faculty Work Assignments

The job obligations of any particular faculty member are determined by the needs of his or her department and discussions involving departmental colleagues and the chairperson, the dean of the

faculty member's academic school, and the VP-HR/Dean of Faculty. The faculty member meets with his or her dean in November or December to discuss and plan workload for the next academic year. The dean, in turn, works with the VP-HR/Dean of Faculty to finalize a recommended workload plan for the faculty member, which is approved by the President. Any year-to-year or term-to-term changes in a faculty member's job assignment take place in accordance with the formulae represented in this section. A faculty member has recourse in regard to changing his or her workload at any time through negotiations with the academic dean and the VP-HR/Dean of Faculty.

Form of Faculty Contracts

The most common faculty contracts at Lindenwood University are 9-month, 10-month, and 12-month contracts. The contract process begins each fall when faculty members meet with their deans to discuss the faculty members' Individual Development Plans (IDP). (See **Appendix D: IDP Time Table**) The purpose of the IDP is to encourage each faculty member to look and plan forward as a faculty member in the classroom, as a member of an academic department and school, and as a member of the Lindenwood University team. Faculty members list goals for the next academic year in each of the following areas:

Academic Responsibilities - This category deals primarily with instructional activities including courses taught during the academic year, participation in curriculum development within one's discipline, and efforts aimed at fulfilling the goals of the general education requirements.

Professional Development - This category should include, but not be limited to, honors or awards received, research, publications, presentations, performances, or exhibitions completed or in progress. In addition to these, one should note any new areas of expertise either within or outside the discipline, and current membership in professional organizations.

Professional Service - This category should include contributions to the goals and plans of the school, advising responsibilities, and participation in other activities related to a faculty appointment, including, but not restricted to, student recruitment or development work on behalf of the University.

Community Service - This category might include such activities as service in volunteer organizations, membership or leadership roles in community service or neighborhood organizations or associations, or participation in civic or business activities unrelated to any consultative activity or other role for which the faculty member may receive remuneration.

Any faculty member may request an alternative contract, which may be a reduced or extended contract. The system used to calculate salary changes is defined below:

- Change from 9 months to 10 months: present salary X 1.06 + raise
- Change from 10 months to 9 months: present salary X .9434 + raise
- Change from 9 months to 12 months: present salary X 1.15 + raise
- Change from 12 months to 9 months: present salary X .8696 + raise
- Change from 10 months to 12 months: present salary X 1.09 + raise
- Change from 12 months to 10 months: present salary X .9174 + raise

Example 1: Employee A currently works a 10-month contract for \$50,000 and is entitled to a 5% raise (\$2500). The employee decided to move to a 9-month contract and the new pay would be: $(50000 \times 0.9434) + 2500 = \$49,670$.

Example 2: Employee B currently works a 10-month contract for \$50,000 and is entitled to a 5% raise (\$2500). The employee decided to move to a 12-month contract and the new pay would be: $(50000 \times 1.09) + 2500 = \$57,000$.

Another form of alternative contract involves those faculty members who request to change from a standard teaching load contract to a reduced teaching load contract. Thus, if a faculty member desires to teach a fewer than the normal number of semester hours, he/she would discuss this option with his/her dean and with the Dean of Faculty. For a reduced-teaching-load contract, the salary is calculated with the following formula:

$$Y = S - \frac{2}{3} \cdot S \cdot \left(\frac{X}{\text{Load}} \right) + \text{Raise}$$

Where Y = New Pay; S = Present Salary; X = Teaching Load Reduction in Semester Hours; Load = Present Teaching Load in Semester Hours. This calculation assumes that teaching-related activities account for 2/3 of professor's time.

Example 3: Employee C currently works a 10-month contract for \$50,000 and is entitled to a 5% raise (\$2500). The employee decided to take a 3-credit reduction in teaching and the new pay would be: $50000 - [(2/3) (50000) (3/27)] + 2500 = \$48,800$.

The J-Term

Lindenwood requires a majority of its non-doctoral-program faculty members to offer a brief innovative or experimental class during January, the principal purpose being to enhance engagement of our students with the individual professional specialties and interests of our faculty members.

Summer Teaching

Extending one's contract from nine months to 12 months is an option for faculty members. Teachers who do are awarded extra compensation for carrying out summer assignments that they negotiate with their academic deans. Non-doctoral-program professors teach one or two summer classes, depending on what work agreements they reach with their deans. Doctoral-program faculty members who receive a 12-month agreement teach either no classes or one class during the summer; again, the particular work assignment depends on how they and their dean agree to allocate their professional services during that interval

Salary Ranges

Faculty salaries are based on several variables – all commonly used in higher education – including academic degrees, academic rank, years of experience (most importantly, University teaching experience), record of scholarship and other professional accomplishments, market pay scale within the faculty member's discipline, and, in the case of returning faculty members, the extent and

merit of service to the University.

Salaries vary based on many factors but generally fall within the following ranges for newly hired professors. The upper and lower limits of each category for 9-month contracts are included:

New Assistant Professor	37,000	63,000
New Associate Professor	46,000	79,000
New Professor	52,000	96,000

Annual Raises

The general application of merit determinations to annual raises – as established by each faculty member’s academic dean in consultation with the Dean of Faculty and the President – is carried out consistently, normally in one percent increments or decrements. The following levels of service are considered:

- Meritorious performance
- Strong but expected performance
- Less than expected but adequate performance
- Poor performance
- Unacceptable performance

Merit evaluation is gauged by assessing service against the standard faculty performance dimensions defined in this Guidebook – viz., Academic Responsibilities, Professional Development, Professional Service, Community Service.

The University reserves the right to make equity adjustments, based on changes in work assignments, promotion, completion of terminal degree, or change of position, in addition to a normal percentage increment.

Release Time

Release time from teaching is granted as a form of adjustment to one’s contractual obligation. The University acknowledges that personal time is often sacrificed to fulfill additional assigned responsibilities and that the faculty member’s teaching load, defined in his or her contract, may need to be restructured to allot for such a sacrifice. If release time is granted during the fall/spring semesters, it is expected that the time gained from the release will be used in fulfillment of the assigned responsibility. If release time is granted as recompense for work done in a fall or spring semester but not possible till summer or J-Term, the faculty member would not be required to remain on campus for additionally assigned responsibilities during the time in which he or she is released. Scheduling of the release time is to be determined through consultation with the faculty member’s dean.

Monetary compensation in lieu of release time may be granted in situations where reduction of course load would not be possible. This alternative would impact payroll and should be discussed with the Dean of Faculty. Deans should talk to the Dean of Faculty before making these alternative

arrangements.

Teaching-Load Formulae

The table below summarizes the basic load formulas and shows how alternative services by faculty members create additional release time from teaching. Also below are examples of how the formulae stated above apply to various situations:

Load Reduction for Faculty Council (FC). Every faculty member serving on the Lindenwood University Faculty Council has his or her load reduced by three semester hours each semester. Therefore, someone carrying a normal undergraduate teaching load of 27 hours will teach only 21 hours if he or she is a member of the council. A faculty member working in the doctoral program would receive the same reduction for council service, in that case moving from a 12-hour teaching load (per academic year) to a 9-hour load.

Load Reduction for Professional Work (PP). Professional Project credit refers to teaching-load reductions awarded for special professional work assignments or undertakings. For example, faculty members who participate in the development and management of the University's database system receive six or more hours of teaching credit per academic year. Some faculty members receive three or more hours of teaching credit for administrative services – the academic deans and many of the chairpersons of larger academic departments, for instance. Still other professors are granted release time for editing professional journals, with the specific number of hours contingent upon the number of journal issues published per year (typically one or two issues).

Load Reduction for Teaching Labs and Studios. Faculty members in the sciences and performing arts earn twice as much teaching credit as they would normally receive for teaching lab and clinical experiences. For example, a 4-hour biology class would result in five semester hours of credit toward the professor's teaching load assignment. This adjustment duly recognizes that the typical 1-credit lab requires 2.5 contact hours per week from the professor. The number of semester hours of credit received varies from one to three, depending upon how many labs the faculty member is teaching.

<u>Teaching Load Formula for AY 2010-11</u>												
					Reductions							
Faculty Classification	Std Load				New Load		New Load		New Load		New Load	
	Fall	Jan.	Spr.	Total	FC	PP	DS	Lab	FC	PP	DS	Lab
Regular F-T Faculty	12	3	12	27	-3	24	-3	21	NA	21	-4	17
F-T Doctoral Faculty	6	0	6	12	-3	9	-3	6	-3	3	NA	3

<u>Teaching Load Key</u>		<u>Reduction</u>
FC=	Faculty Council Service	3 sem hrs
PP=	Professional Project	3-12 sem hrs
Lab=	Receives extra credit for teaching laboratories	2-6 sem hrs
DS=	Supervises more than six dissertations	3 sem hrs
NA=	Not Applicable	NA

Load Reduction for Additional Dissertation Supervision (DS). Faculty members who teach in the Lindenwood University Ed.D. program are expected to supervise dissertations as a part of their professional responsibilities, which is one of several reasons that their teaching load is less than half that of the non-doctoral professors. Any faculty member who is supervising more than six dissertations receives an additional three-hour reduction in teaching load. Thus, a full-time doctoral-program teacher would drop from 12 to nine semester hours of teaching if he or she elects to supervise, for example, seven or eight dissertations at any one time, a practice we would generally discourage. No doctoral-program teacher is permitted to be involved with more than 10 dissertation projects under any circumstances, regardless of teaching load reductions. On the other hand, a faculty member who is teaching full time in the doctoral program, supervising seven dissertations, and sitting on the Faculty Council would teach only two classes per year (six semester hours). If he or she also edits a professional journal, the teaching load would drop to three hours per year.

****Note on Teaching Load Reduction Values**

The teaching load reduction values in these tables are not all-inclusive. Rather, they are the most representative numbers based on the University's experience in implementing load adjustments. Professional Teaching credit for Professional Project involvement, for instance, can range from three to 12 semester hours, depending on the number and nature of the projects.

Load Formulae for Professors Who Teach Part Time in the Doctoral Program

The table below exhibits various scenarios in which faculty members do part of their teaching in the bachelor's or master's degree programs and another portion in one of our doctoral degree programs: specifically, the case of a professor who teaches three, six, or nine hours in a doctoral curriculum and the rest in our bachelor's or master's programs.

The general load-conversion rule is that a teacher shall receive a 3-hour reduction in total instructional hours per academic year for every three hours taught at the doctoral level. As shown in the table, this system logically leads to a regular 12-hour annual load for any faculty member who teaches four 3-hour doctoral courses in any academic year, which is exactly the same assignment a full-time doctoral professor assumes. At that point, of course, the faculty member would in fact be a full-time EdD professor. As is clearly specified in the table that follows, a faculty member working two 3-hour classes (a total of six semester hours) in the EdD program has his or her regular load reduced to 18 semester hours per academic year to assure quality of work at the more demanding doctoral level. By logical progression, a teaching assignment of three 3-hour doctoral classes shrinks the yearly load to just 15 hours. Also, the various "Reductions" factors that applied to full-time faculty members working entirely at the doctoral or sub-doctoral program levels apply to these combination teaching appointments. Any professor who teaches in any capacity in the EdD program has no January Term teaching assignment.

Table - Formulas for Teaching Load for Professors Who Teach Part-Time in Doctoral Program (All Numbers in Semester Hours)

Teaching Load Formula for AY 2010-11: Case of 3 Hrs. of Doctoral Teaching

Faculty Classification	Std Load				Reductions							
	Fall	Jan.	Spr.	Total	New Load		New Load		New Load		New Load	
					FC	PP	DS	Lab				
Regular F-T Faculty	12	0	9	21	-3	18	-3	15	-3	12	-3	9

Teaching Load Formula for AY 2010-11: Case of 6 Hrs of Doctoral Teaching

Faculty Classification	Std Load				Reductions							
	Fall	Jan.	Spr.	Total	New Load		New Load		New Load		New Load	
					FC	PP	DS	Lab				
Regular F-T Faculty	9	0	9	18	-3	15	-3	12	-3	9	-3	6

Teaching Load Formula for AY 2010-11: Case of 9 Hrs of Doctoral Teaching

Faculty Classification	Std Load				Reductions							
	Fall	Jan.	Spr.	Total	New Load		New Load		New Load		New Load	
					FC	PP	DS	Lab				
Regular F-T Faculty	9	0	6	15	-3	12	-3	9	-3	6	NA	6

Teaching Load Formula for AY 2010-11: Case of 12 Hrs of Doctoral Teaching

Faculty Classification	Std Load				Reductions							
	Fall	Jan.	Spr.	Total	New Load		New Load		New Load		New Load	
					FC	PP	DS	Lab				
Regular F-T Faculty	6	0	6	12	-3	9	-3	6	-3	3	NA	3

(Also see Appendix B: Change of Compensation)

Faculty Professional Service Options

Lindenwood University considers teaching and mentoring to be the most essential and significant activities of its faculty members. However, we also recognize that faculty talent is multifaceted and our students benefit from – and, indeed, that their complete college education depends upon – various additional professional services provided by their professors.

Alternative duties from our faculty members confer these benefits: (1) They supply the University with specialized services that would otherwise require the engagement of external vendors or the creation of excess personnel positions; (2) they often afford professors and students the opportunity to apply and further develop the skills and concepts of their particular disciplines; (3) they help the University attract and retain students and professors of ability; (4) they further enhance the academic environment and reputation of the University.

The Idea of a University

Furthermore, we acknowledge that four-year universities typically distinguish themselves from both high schools and junior colleges through the expectation of scholarly activities and projects in the faculty members' respective disciplines. The differentiating concept is that universities should contribute new knowledge and offer new perspectives in addition to disseminating what is already known and believed. Finally, we support and nurture the scholarship of pedagogy, also known as the scholar-teacher model, defined as an enhancement of the student's higher-learning experience through the merging of scholarly interests and pursuits with classroom teaching. Such value-added faculty endeavors improve higher education by providing a richer learning and developmental context; they draw our students beyond a solely pedantic academia and into the realm of analysis, creative problem-solving, and evaluation.

Forms of Professional Service

In addition to the preeminent vocation of collegiate teaching and advising, University faculty members are expected to engage in some combination of the following professional activities:

1. Program development
2. Faculty Council service
3. Division chair duty
4. Teaching in Lindenwood's doctoral program
5. Dissertation supervision
6. Student support and counseling programs
7. Institutional research
8. Journal or book writing and editing
9. Scholarly research
10. Student research program supervision
11. University-to-community programs
12. Other significant professional projects

If large enough in scope and significance, a commitment to involvement in any of these work areas might qualify for a teaching equivalence allowance – a reduction in the number of classroom teaching hours to enable the faculty member to provide alternative services. In the

realm of scholarship initiatives, projects that directly involve students or that are part of graduate-program operations and enhancement will receive priority consideration for a teaching equivalence allowance.

Examples of Teaching Equivalencies

▶ Load Reduction for Professional Work (PP)

Professional Project credit refers to teaching-load reductions awarded for special professional work assignments or undertakings. For example, we have some business and IT faculty members who receive six or more hours of teaching credit per academic year for their participation in the development and management of the University's database system. Some faculty members receive three or more hours of teaching credit for administrative services – the academic deans and many of the chairpersons of academic divisions with schools, for instance. Still other professors are granted release time for editing professional journals, producing a Lindenwood Press publication, or conducting a research project, with the specific number of equivalency hours contingent upon the scope and value of the project.

▶ Load Reduction for Additional Dissertation Supervision (DS)

Faculty members who teach in our EdD program are expected to supervise dissertations as a part of their professional responsibilities, which is one of several reasons that their teaching load is less than half that of the non-doctoral professors (other reasons being the challenge of teaching and mentoring at the doctoral level and the requirement that they actively engage in scholarship and professional renewal on a regular basis). Any faculty member who is supervising more than six dissertations receives an additional three-hour reduction in teaching load. Thus, a full-time doctoral-program teacher would drop from 12 to nine semester hours of teaching if he or she elects to supervise, for example, seven or eight dissertations at any one time – a practice we would generally discourage. No doctoral-program teacher is permitted to be involved with more than 10 dissertation projects under any circumstances – regardless of teaching load reductions. On the other hand, a faculty member who is teaching full-time in the doctoral program, supervising seven dissertations, and sitting on the Faculty Council would teach only two classes per academic year (six semester hours).

▶ Procedures for Requesting Alternative Service Assignments

All requests for alternative professional service assignments must be approved by the Dean of Faculty and the President, normally prior to the issuance of the faculty member's annual contract or letter of appointment. Requests for alternative assignments with a reduction in classroom teaching load are considered on an individual basis, except that service on the Faculty Council carries an automatic adjustment of six semester hours per academic year, and full-time teaching in Lindenwood's doctoral programs carries a standard teaching load of 12 hours per academic year. Approval of alternative-service proposals is determined by the merit of the professional services being offered and departmental and institutional needs. The University might not be able to grant all worthy requests in a given academic year, depending on departmental or institutional needs and priorities.

The job assignment of any particular faculty member supports the goals and objectives of his or her department and the University in the context of discussions with departmental colleagues, the

department chairperson, the dean of the faculty member's academic school, and the Dean of Faculty:

1. The faculty member meets with his dean in November or December to discuss and plan workload for the next academic year.
2. The dean, in turn, meets with the Dean of Faculty to finalize a recommended workload plan for the faculty member, which is approved by the President.

Any year-to-year or term-to-term changes in a faculty member's duties take place in accordance with the workload formulae tabulated above. A faculty member has recourse to request a change in his or her work assignment at any time through discussions with his/her academic dean and the Dean of Faculty.

► Faculty Advisory Committee for Scholarship Initiatives

Each dean of an academic school will establish a Faculty Scholarship Advisory Committee to provide input concerning the estimated merit of faculty members' teaching-equivalency alternative service in the area of scholarship. Lindenwood faculty members will be engaged in widely varied formats and types of professional endeavors that include (but are not limited to) topical research, creative writing, presentations, and performances. Evaluation of the merit of proposals must allow faculty members the latitude to pursue these different formats. Therefore, acceptable amounts and types of scholarship, creative productivity (i.e. deliverables), or professional services will be proposed within each of the academic schools (due to the inherent differences among the academic areas).

Each Faculty Scholarship Advisory Committee will normally consist of one faculty member from each department within a school, but will not exceed seven members. The committee within a school will be responsible for making recommendations on faculty members wishing to start or continue on alternative-service assignments in their respective schools. If a member of the committee is being evaluated for continuation on an alternative contract, he/she will not have a say and will not be present during the vetting process. The committee will determine whether the proposed work assignment is to be recommended for approval, and the dean will consider that recommendation in formulating the faculty member's annual work assignment. The advisory committee is consultative to the school dean.

► Inclusion in the IDP

Contingent upon an affirmative decision by the school dean, a faculty member's alternative-services proposal will be attached to his or her Individual Development Plan, and normally the proposal will be accepted or declined by the President of Lindenwood University in advance of the issuance of an annual contract or letter of appointment. Once a faculty member completes his/her first year on an alternative-service contract, he or she will need to demonstrate adequate performance of those professional services to be eligible for a subsequent alternative-service assignment. A yearly evaluation will take place as part of the IDP-creation process as long as the faculty member wishes to remain on that kind of work configuration. Faculty members performing alternative service will also provide a copy of any publications or project summaries to the, school dean, the Provost, the Dean of Faculty, and the University's Marketing and Public Relations Office.

► Faculty Member's Annual Contract or Letter of Appointment

In most cases, any nonstandard teaching load or doctoral-program teaching load will be stated in the faculty member's annual contract or letter of appointment. Corrections, changes, and late determinations of alternative service will be stipulated in an addendum to the contract or letter of appointment within 60 days of the issuance date of the employment document.

Processes for Changing the Formulae Policies and Associated Definitions

The teaching loads and teaching-load policies are the prerogative of the Lindenwood Board of Directors, which acts upon recommendations from the President and the senior academic officers of the University and the interview committee comprised of school deans and the Faculty Council.

FACULTY HIRING PROCEDURES

Step 1:

The department, school, or Faculty Council recommend faculty positions to the Dean of Faculty and then are vetted by the (academic) Deans' Council and Faculty Council, either of which may offer further suggestions and recommendations as to desirable candidate qualifications and staffing priorities. The Dean of Faculty then reviews the personnel recommendations with the President in the context of the University's mission, the strategic plan, program growth, and budget considerations. The President approves the recommendations, and the Dean of Faculty implements the job announcement and associated advertising.

Step 2:

All positions are advertised through HERC/Higher Education Recruitment Consortium and the Chronicle of Higher Education. Specific job postings may be sent to professional organizations and publications. The Dean of Faculty schedules a sequence of face-to-face interviews of the authorized candidates, starting with any additional sessions requested by the department's professors and the supervising dean and proceeding through interviews with the Faculty Council and the Deans' Council. A teaching demonstration within the school may be a part of the interview/selection process. If the various Lindenwood constituents –including the pertinent academic department, the Deans' Council, and the Faculty Council – endorse a candidate as the leading prospect, the Dean of Faculty brings that candidate to the President with the recommendation of a job offer. Hiring authority rests with the President, acting as the agent of the Board of Directors.

Step 3:

Initial faculty ranks of newly hired professors are recommended to the Faculty Council by the appropriate academic dean. Faculty Council then develops its own recommendation on the starting rank to the Deans' Council. If in agreement, the Deans' Council forwards the recommendation to the President, who presents the proposed rank to the Board of Directors for ratification. If the Deans' Council does not concur with the Faculty Council, the Dean of Faculty calls a joint session of the Faculty Council and Deans' Council to resolve the discrepancy and arrive at a consensus. The

President then reviews and makes a decision on the recommendation on rank, and the Board of Directors ratifies (but has the right to reverse) the President's decision.

Faculty Promotion in Rank

PURPOSE OF PROMOTION

Promotion is awarded in recognition of excellent teaching and superior performance in one or more of the following areas: research, publication, advising, professional activities, service to the University community, and community service.

PROCEDURES FOR PROMOTION

1. Initiative for promotion may come from the administration, the department chairperson, the faculty member's school dean, the faculty member him/herself, or from another faculty member. In any case, it is the candidate's responsibility to send formal notification of intent to submit materials to the school dean by the date specified by the Dean of Faculty in consultation with the Faculty Council.
2. All members of the faculty, including department chairs and deans of the academic schools, will undergo an annual performance review to ensure access to consideration for promotion.
3. Annually, faculty members will submit to their academic school deans, and through them to the Dean of Faculty, a statement citing and evaluating their professional activities and achievements and their institutional services for the preceding year.
4. The candidate for promotion will submit to the school dean, and through him/her to the Dean of Faculty and other reviewers, a Summary of Activities for his/her entire period of service to the University, with emphasis on the past three years. This summary should follow the Criteria for Evaluation of Faculty Performance" (below).
5. The school dean will request peer evaluations from colleagues who are in a position to comment knowledgeably upon the candidate's performance, especially the candidate's department chairperson. The chairperson shall not review himself or herself. These peer evaluations are to be sent directly to the Dean of Faculty, who will share them with the Faculty Council and the Deans' Council.
6. The candidate's school dean will submit to the Dean of Faculty a summary of recent student evaluations of the candidate and an individual evaluation of the candidate's performance.
7. Once the necessary materials have been received, the Dean will submit them to the Faculty Council and Deans' Council for their review.
8. The Faculty Council will give full deliberation to the appropriateness of each recommendation.
9. Once the Faculty Council has concluded deliberations, it will submit all recommendations to the Dean of Faculty for review and conveyance to the Deans' Council.
10. The Deans' Council will give full deliberation to the appropriateness of each recommendation.
11. Once the Deans' Council has concluded deliberations, it will submit all concurring recommendations to President for approval.
12. Since promotion in rank is subject to joint action, the Faculty Council and Dean's Council must agree on the decision for each candidate. The President will resolve any nomination

- on which the two councils cannot reach an accord.
13. The President will submit his or her recommendations on candidates for faculty promotion to the Board of Directors through the board's Mission and Purpose Committee, and the board will ratify or modify the President's recommendations.
 14. Formal notification of the granting of promotion will be made by the President prior to the June 30.

Criteria for Evaluation of Faculty Performance

- A. **Academic Responsibilities** - This category deals primarily with instructional activities including courses taught during the academic year, participation in curriculum development within one's discipline, and efforts aimed at fulfilling the goals of the general education requirements.
- B. **Professional Development** - This category should include, but not be limited to, honors or awards received, research, publications, presentations, performances, or exhibitions completed or in progress. In addition to these, one should note any new areas of expertise either within or outside the discipline and current membership in professional organizations.
- C. **Professional Service** - This category should include contributions to the goals and plans of the School, advising responsibilities, and participation in other activities related to a faculty appointment, including, but not restricted to, student recruitment or development work on behalf of the University.
- D. **Community Service** - This category might include such activities as service in volunteer organizations, membership or leadership roles in community service or neighborhood organizations or associations, or participation in civic or business activities unrelated to any consultative activity or other role for which the faculty member may receive remuneration.

Standards for Promotion in Faculty Rank

- A. **Professor** – Promotion to this rank requires an earned doctorate or appropriate terminal degree and a distinguished record of seven or more years of full-time college-level teaching, research, or equivalent academic professional experience, normally including at least five years at the rank of Associate Professor. Effective leadership and dedication to the mission, values, and goals of Lindenwood University and evidence of recent noteworthy professional accomplishment and/or institutional service must be demonstrated.
- B. **Associate Professor** - Promotion to this rank requires an earned doctorate or appropriate terminal degree and at least four years of full-time teaching experience at the University level or a master's degree and at least six years of college-level teaching experience or equivalent academic professional experience. Promotion to this rank normally shall come after at least four years successful service as an Assistant Professor. Evidence of developing leadership qualities, professional accomplishment, and/or institutional service must be demonstrated.

- C. **Assistant Professor** – Appointment to this rank requires a master’s degree and demonstrable promise of professional accomplishment as a full-time scholar-teacher. To be promoted to this rank from the rank of Instructor, the candidate must teach at least 18 semester hours per year and carry the full range of responsibilities normally associated with a full-time faculty position.
- D. **Instructor** – This is the entry level for full-time staff members who have at least a master’s degree and occasionally teach. Appointment to this rank is for those employees who teach fewer than eighteen hours per year and do not carry the full range of responsibilities of regular faculty members within the school in which they teach.

Definition of Terminal Degrees

Lindenwood University defines a terminal degree as the highest academic degree in a given field of study, including, but not necessarily limited to, the degrees listed below, and generally the MFA in writing and the arts:

- Doctor of Arts (DA)
- Doctor of Business Administration (DBA)
- Doctor of Canon Law (JCD)
- Doctor of Design (DDes)
- Doctor of Education (EdD)
- Doctor of Engineering (DEng/DrEng/EngD)
- Doctor of Healthcare Administration (DHA)
- Doctor of Information Technology (DIT)
- Doctor of Juridical Science (JSD/SJD)
- Doctor of Management (DM)
- Doctor of Ministry (DMin)
- Doctor of Medicine (MD)
- Doctor of Osteopathic Medicine (DO)
- Doctor of Music (DM)
- Doctor of Musical Arts (DMA)
- Doctor of Philosophy (PhD or DPhil)
- Doctor of Professional Studies (DPS)
- Doctor of Psychology (PsyD)
- Doctor of Public Administration (DPA)
- Doctor of Public Health (DrPH, DPH)
- Doctor of Science (DSc)
- Doctor of Social Science (DSocSci)
- Doctor of Theology (ThD or DTh)
- Juris Doctorate (JD) [when the degree holder teaches law or law-related classes in his/her field]

FACULTY BENEFITS, PRIVILEGES, AND RECOGNITION

Employment Benefits

Health and Dental Insurance

Lindenwood offers faculty and dependents health insurance coverage and dental coverage. Employees have the opportunity to extend temporarily their health and dental coverage at the University's rates under the Consolidated Omnibus Budget Reconciliation Act (COBRA). Continuation of coverage is available only when qualifying events cause coverage under the University's plans to end. Coverage under COBRA is limited to the health and dental coverage in effect at the time of the qualifying event. Employees have 60 days to elect COBRA after the termination of the previous policy. Please see the Human Resources/Payroll Office (Roemer 112) for additional details.

LindenWell Employee Wellness Program

LindenWell is a free and voluntary employee health and wellness program offered to all Lindenwood University faculty and staff. The program offers semester and yearly on-campus wellness services and activities.

The wellness program is consistent with the mission of Lindenwood University, which affirms a deep commitment to the development of the whole person. Through dedication to all areas of wellness, including physical, mental, social, and spiritual health, Lindenwood can inspire happiness and prosperity in the community.

Paycheck Disbursement

Faculty members are paid monthly on the last business day of the month. Paychecks may be transmitted via direct deposit or picked up at the Roemer Business Office cashier's window or after 2 p.m. on payday.

To set up direct deposit of paychecks, faculty members should see the Human Resources/Payroll Office (Roemer 112) to obtain and submit the appropriate documentation. Pay stubs can then be picked up at the Roemer Business Office after 2 p.m. on payday.

Individuals may not pick up another employee's paycheck without prior written authorization from the employee. If an employee would prefer to have his/her paycheck mailed, he/she should contact the Human Resources/Payroll Office (Roemer 112) to make arrangement. Paychecks will be mailed on payday via regular U.S. Postal Service mail.

Vacation

Vacations are specified in individual faculty contracts and are normally limited to faculty possessing twelve-month contracts. Requests for vacations must be submitted in writing to the school dean at least two weeks prior to the requested vacation date. Deans will coordinate faculty vacation days so as not to interrupt the academic operations. Once approved by the

school dean, vacation requests must be submitted to the VP-HR/Dean of Faculty. The Vacation Request form can be downloaded from the Faculty Folder Network Drive or the Forms and Handbooks folder on the Faculty & Staff Portal.

Vacation Carry Over

Vacation shall not be accumulated or carried over from year to year without approval of the VP-HR/Dean of Faculty. No employee shall accumulate more than 40 vacation days. Accrued vacation days donated to the University shall not be replaced by other unused vacation days. Consequently one's accrual limit shall be permanently reduced by the number of days donated.

Holidays

The University observes eight holidays annually

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Friday after Thanksgiving Day
- Christmas Eve
- Christmas Day

Sick Leave

Faculty members are entitled to six working days of sick leave per year, plus one additional day per year for each year's service up to six additional days, or a total of twelve working days per year after six years of service. A maximum of five days of sick leave may be used for a death in one's immediate family (see Bereavement below). One can accumulate a maximum of 24 sick days, including days allocated for the present year. Sick Leave is intended for personal illness only. A faculty member using sick leave must notify his or her school dean of each separate instance at the earliest possible time, so that arrangements can be made to cover missed classes.

Sickness necessitating absence of fewer than three working days may be certified by the faculty member except when such occurs immediately before or after a holiday or personal vacation. Other absences must be verified by a physician. Sick leave is not reimbursable at the termination of employment at Lindenwood University.

Unpaid Personal Leave

At the discretion of the President, faculty members may be granted time off without pay for personal reasons. Employees are required to use all accrued vacation prior to taking a personal leave of absence. Whether or not an employee is granted a personal leave may depend upon job requirements, the availability of a temporary replacement, and the projected ability of the department/program to reinstate the employee after the leave. The University is under no

obligation to return a faculty member who takes personal leave to the previously held position.

Absences

Out of consideration to students and coworkers, it is important to be prompt and dependable. Excessive absenteeism and tardiness places an additional burden on other employees and may affect services provided to students or others by Lindenwood University.

Therefore, faculty should schedule time off in advance whenever possible. A substitute must be determined prior to requesting time off from a school dean. Lindenwood University recognizes that unanticipated or emergency situations occur. These types of events are considered unscheduled absences. In these situations, employees must notify their deans as soon as possible. Further, excessive unscheduled absences will result in disciplinary action up to and including termination.

Bereavement

Employees may use a maximum of five days of sick leave in the event of a death in the immediate family. Members of the immediate family are defined as

- spouse
- parent
- stepparent
- sibling
- child
- stepchild
- grandparent
- father-in-law
- mother-in-law
- brother-in-law
- sister-in-law
- son-in-law
- daughter-in-law
- grandchild

One sick day may be used for extended family. Additional vacation time or unpaid leave may be taken if necessary by seeking approval from the faculty member's dean. Additional documentation may be requested.

Jury Duty

Upon receipt of a jury duty summons, the employee should present a copy of the summons to his or her dean. The summons should indicate the beginning date of service and the anticipated end date of service.

Upon completion of jury duty, or at the end of each week for lengthy jury-duty assignments, the employee must provide verification of attendance from the court indicating the dates of jury duty. This statement should be given to the school dean. Payment of salary or wages may not be

approved until this statement has been received.

Faculty will be paid regular salary or wages for any time scheduled to work while on jury duty for up to two weeks. An employee who has jury duty on a scheduled day off will not receive additional pay from Lindenwood University. Any compensation received for jury duty must be remitted to the University. Employees are required to return to work the next business day following the completion of the duty.

Family Medical Leave

Lindenwood will grant a leave of absence to regular full-time and regular part-time instructors (for those who qualify) for the care of a child after birth, adoption, or foster care placement, the care of a covered family member (spouse, child, or parent) with a serious health condition, or in the event of an employee's own serious health condition. Leaves will be granted for a period of up to twelve weeks in any twelve-month period. Qualifying faculty will use vacation days at the onset of this period. They will also receive coverage under the University medical plan during this period. Employees should consult with the Human Resources Office for more details.

Military Leave

Lindenwood University complies with federal, state, and local laws and honors and respects the rights and obligations of its staff members to serve in the U.S. armed forces. All faculty members will be granted time off to serve in that capacity. Military service includes active duty, active duty for training, initial act of duty for training, inactive duty training, full-time National Guard duty and absence from work to determine fitness for any of the above types of duty. Employees must provide notice to the school dean in writing in advance of military service.

Personal days and vacation days may be used for military leave as long as the employee has time available and/or accrued. Additional unpaid leave will be granted as necessary. Faculty who follow the procedures outlined in the policy will accumulate seniority for the period of service in the armed forces and retain previously accumulated benefits subject to rules and regulations that might be imposed in those plans underwritten by insurance companies. During any period of paid leave, the University will continue normal contributions toward the cost of benefits. When military service is unpaid, the employee will pay the cost of benefits.

An employee may elect to continue his or her University health care benefits during a period of military service. Lindenwood University will continue to make contributions for medical insurance as long as the employee is using accrued time off. If the employee is on an unpaid leave, he/she will have to pay the full premium. An employee who is performing military service may elect to make employee contributions or elective deferrals to the University's retirement plan to the extent allowed by law.

Retirement

Lindenwood University participates in the TIAA/CREF retirement program and invites its employees to join. In order to be eligible for the plan, individuals must be 21 years of age and have been employed at Lindenwood University for two years. (An exception can be made for those employees who have previously participated in TIAA/CREF.) Entrance into the program or any changes requested to an existing program must take place as of September 1 each year.

The University will equally match a dollar amount up to five percent of the employee's salary. A participant can contribute up to 20 percent of his or her monthly salary to the fund. Those participants over the age of 50 may be eligible to contribute up to 25 percent. Any questions concerning the retirement fund should contact the VP-HR/Dean of Faculty.

Emeriti

The following rights and privileges are available to Professors Emeriti:

- Attendance at faculty meetings
- Maintaining a Lionmail email address for receiving and conducting University business
- Receiving publications sent to full-time faculty members
- Participation in graduation ceremonies and a place in the VIP seating area
- Attendance at Lindenwood events on the same basis as full-time faculty members
- A free lunch when on campus (at the Spellmann Center or at the Evans Commons)
- A discount at the Spirit Shoppe
- The ability to offer a Faculty Scholarship to an incoming Lindenwood student

Tuition Remission

As a part of the benefit structure at Lindenwood University, full-time faculty are eligible to obtain full tuition remission for themselves and their spouses at the bachelor's or master's level for any enrollment period at Lindenwood University. Children of full-time faculty are eligible for four years of undergraduate tuition as full-time residential students.

Faculty who enroll in any program at Lindenwood beyond the master's level are eligible for partial tuition remission not to exceed the amount that would be spent were that employee enrolled in a master's program.

PRIVILEGES AND COURTESIES

Computer Software

Employees may purchase Microsoft software products at a discounted rate through <http://lindenwood.onthehub.com>. Applications purchased through this site can only be used by active employees. Once the employee leaves the University, the license is no longer valid and must be removed from the employee's PC. Further information is available at www.lindenwood.edu/technology.

Dining Services

Full-time faculty members have dining privileges that include five meals per week. These meals are specifically allocated for the lunch period which is from 11 a.m. to 1:30 p.m. in the Spellmann Center Dining Hall, the Evans Commons Dining Hall, or the Grab-and-Go located in the Loft (Butler Hall). When dining at Spellmann, food must be consumed in the dining hall (no carry-outs).

Meals may be purchased at any time during regular meal sessions on a cash basis. There is no employee discount for food at Java 101 (Spellmann Center) and Java 201 (Butler Library).

Event Tickets

Employees and members of their immediate families (see Bereavement section for definition of "immediate family") will be admitted to regular season athletic events without charge. To attend events, employees must present a valid Lindenwood University identification card.

Additionally, employees will be issued two complimentary theatre or concert tickets per event upon request, on a space-available basis. Free tickets are available only for Lindenwood student productions.

Library Privileges

Faculty members have full library privileges. Employees have access to all available materials such as books, subscriptions, data bases, and other resources. Materials may be checked out for up to three weeks with a current Lindenwood University identification card. Library databases can be accessed from extension locations with proper login information.

Recreational Facilities

Recreational facilities are available during normal operating hours. If a faculty member would like to request an exception to the posted hours, he/she should contact the facility supervisor.

Spirit & Supplies Shoppe

All Lindenwood faculty members are eligible for a 10 percent discount on materials sold in the Lindenwood Spirit & Supplies Shoppe. This discount will not be in addition to any seasonal or special pricings.

Employee Recognition

EMPLOYEE OF THE MONTH/YEAR AWARDS

This award recognizes full- or part-time faculty and/or staff members who perform their duties at a high level and exhibit a positive and supportive attitude toward colleagues, students and visitors. Nominees must have been employed at Lindenwood University for more than a year. (See **Appendix E: Employee Awards**.)

ACADEMIC RECOGNITION AND AWARDS

Five awards recognize faculty members for pedagogical excellence and/or professional achievements:

Emerson Award for Teaching Excellence

This award, sponsored by Emerson Electric, Inc., is presented to the full-time Lindenwood faculty member who demonstrates the best combination of pedagogical innovation, student-centeredness, and effectiveness as a classroom teacher. Nominations may come from any academic department or school but must be adequately documented to be considered. The Faculty Council vets each nomination and recommends two-to-four finalists to the Deans' Council, which, in turn, reports its choice to the President. The award recipient will be announced at the October faculty meeting.

1. Briefly describe one or more innovative method (s) this instructor uses.
2. Describe a specific example of a student-centered activity used by this instructor.

President's Scholar-Teacher Award

This award is presented to the full-time Lindenwood faculty member who most effectively merges professional scholarship with effective pedagogy. This ideal may be achieved through nurturance of major scholarship in one's students as part of their coursework, application of one's scholarly work to improvement on one's classroom teaching, or the development of scholarly works for use by students in their classes. Nominations may come from any academic department or school but must be adequately documented to be considered. The Faculty Council vets each nomination and recommends two to four finalists to the Deans' Council, which, in turn, reports its choice to the President. The award recipient will be announced at the October faculty meeting.

1. Specifically, what research has this person completed and how has s/he involved students or how has the research benefitted students?

Scholar of the Year Award

This award is presented to the full-time Lindenwood faculty member who, in the judgment of Lindenwood colleagues, exhibited the highest level of professional scholarship during the present and prior academic years. Normally professional scholarship is externally validated by editors, publishers, judges, or professional organizations not directly affiliated with the University. Nominations may come from any academic department or school but must be adequately documented to be considered. The Faculty Council vets each nomination and recommends two-to-four finalists to the Deans' Council, which, in turn, reports its choice to the President. The award recipient will be announced at the October faculty meeting.

1. Specifically, what research has this person completed in the past year, and what makes this research exemplary?

Lindenwood Service Award

This award is presented to a full-time Lindenwood faculty member who, in the judgment of Lindenwood colleagues, exhibited the highest level of service to and promotion of Lindenwood during the present and prior academic years. This service could be within

Lindenwood University or in the community. Commitment to advising, committee and task force work, student clubs and activities and/or outside community service, all of which contribute to the high reputation of Lindenwood, should be evident. Nomination may come from any academic department or school but must be adequately documented to be considered. The Faculty Council vets each nomination and recommends the finalist to the Deans' Council, which, in turn, reports its choice to the President. The award recipient will be announced at the October faculty meeting.

1. Specifically, what actions has this person performed for LU and her constituents that are above and beyond the actions of a typical faculty member?

Lindenwood Adjunct Teaching Award

This award is presented to the part-time or adjunct Lindenwood faculty member who, in the judgment of Lindenwood colleagues, demonstrates the best combination of pedagogical innovation, student-centeredness, and effectiveness as a classroom teacher during the present and prior academic years. Nomination may come from any academic department or school but must be adequately documented to be considered. The Faculty Council vets each nomination and recommends the finalist to the Deans' Council, which, in turn, reports its choice to the President. The award recipient will be announced at the October faculty meeting.

1. Briefly describe one classroom activity that sets this instructor apart from other adjunct instructors.
2. Briefly describe one non-classroom activity or attitude that sets this instructor apart from other adjunct instructors.

SECTION 3: ACADEMIC POLICIES AND PROCEDURES

ACADEMIC POLICIES

Academic Freedom

The following statement on academic freedom was formulated by a joint task force of the faculty's Educational Policies Committee and the Faculty Council and endorsed by the President and the academic administration in 2007:

Lindenwood University is committed to the idea that universities are centers of intellectual growth, exploration, creativity, and expression. It is incumbent upon the University, therefore, to create an atmosphere that is conducive to open, critical thinking. Central to that duty is the freedom to formulate and express ideas that advance the process of intellectual inquiry and education. Therefore, freedom of thought and word within the confines of higher education is central to effective education of the whole person.

Academic freedom also carries profound responsibilities. The University itself must take all precautions to protect the ability of faculty to express ideas and teach concepts that are germane to their respective subjects in research and publication as well as the classroom; the ability to do so without interference must remain unfettered. Some subjects of intellectual inquiry cause discomfort to some or all students and faculty members, yet failure to explore those topics would be to deny our responsibility as educators. Rather, the open exchange of ideas between faculty and students must be conducted in an atmosphere of mutual civility, respect, and attention toward the greater good of the University and its members.

Faculty members should neither be censored for expression of their views nor engage in self-censorship out of fear of recrimination; similarly, students should know that they have the right to express their views as well but will be held to the same standard of defense of those views. Academic freedom in no way implies a tolerance of disrespect, of bigotry, or of discrimination regarding age, race, national origin, religion, sexual orientation, or gender, nor should the academic freedom of one person interfere with the freedom of another.

Academic freedom also includes the right to freedom in research and publication. Faculty members are free to select topics, obtain data, and report findings in a manner that is scientifically and academically sound in one's field without censorship. Work that produces monetary gains will be based on standard practices and shall not be linked to nature of the research.

The freedom to associate, to speak, and to write are central to the republic itself. Therefore, it shall be the policy and practice of the University to permit a faculty member's exercise of the basic right of freedom of speech when outside the University itself and to be involved in community activities.

Professional Responsibilities

All members of the Lindenwood University faculty and staff are expected to conduct themselves in a professional manner and demonstrate respect for all members of the University community, as detailed in the University's Standards and Guidelines for Professional Development.

Standards and Guidelines for Professional Responsibilities

Faculty members are expected to follow University standards and guidelines:

1. Classroom and Instructional Responsibilities

- ◆ Establish a positive, productive classroom environment that is characterized by respectful interaction and conducive to learning for all students.
- ◆ Hold all classes as scheduled and be punctual in starting and ending classes.
- ◆ Prepare a complete course syllabus for every class section and distribute it to every student in the class.
- ◆ Administer student assessments in a timely manner throughout the term to ensure that students have ample opportunity to demonstrate mastery and improve their performance on the basis of informed feedback. The timing of assessments should take into consideration four-week and midterm grade reporting deadlines. (Graduate students do not receive midterm grades.)
- ◆ Administer either an exam or other assessment during the scheduled final exam time slot in every class.
- ◆ Submit 4-week, midterm, and final grades by required deadlines.
- ◆ Avoid presenting a personal opinion or statement as that of Lindenwood University. As well, the policy of academic freedom should not be invoked to justify and defend conduct that one's colleagues would reasonably deem morally or ethically unprofessional.

2. Student Advisement

- ◆ Establish, post, and maintain at least eight regular office hours per week.
- ◆ Inform school dean or BV-division chair (in advance, if possible) of any absence during regular instructional times or office hours.
- ◆ Demonstrate support for students by attending campus events and/or participating in the co-curricular life of the University.

3. Professional Relationships

- ◆ Promote a positive, constructive atmosphere among students, colleagues, and staff while at work.

4. Administrative Performance

- ◆ Submit an electronic copy of each course syllabus to the school dean or BV-division chair by the end of the first week of class each term.
- ◆ Adhere to all reporting and record keeping requirements in a timely manner.
- ◆ Inform the VP-AA/Provost of any rule violations or inappropriate conduct by students that cannot be redressed through normal faculty intervention.
- ◆ At the end of each class session, ensure that the classroom is in good order and ready for use by the next instructor. Report any physical problems, equipment breakdowns, or other classroom deficiencies to the VP-Human Resources/Dean of Faculty.

Syllabus Preparation

Every course must have a complete, thorough, and accurate syllabus, which must be made available to students and submitted, in electronic format, to the school dean or BV-division chair. The more thorough the syllabus, the less likely students will be to misunderstand or misinterpret the professor's expectations. Professors should be as explicit as possible about expectations and policies regarding attendance, late work, assignments, and any other matters affecting grades.

The University requires the following information in all syllabi, not necessarily in this order:

- **Professor Contact Information**
 - Lindenwood email address
 - Office phone
- **Office Hours**
 - Minimum of eight office hours per week
 - Post hours outside of office as well as in syllabi
- **Course Description**
 - Use wording from the course catalog
- **Course Objectives**
 - Identify objectives that lead to successful outcomes
 - Ensure that course agenda supports objectives
- **Change Statement**

Include this wording:

This course syllabus is subject to change if the instructor deems it necessary in order to accomplish the course objectives.

- **Copyright Policy Statement**

Include this wording:

Copyright Policy

It is the intent of Lindenwood University that all members of the University community comply with the provisions of the United States Copyright Law. This Copyright policy serves to uphold the University's commitment to protecting the principles of intellectual property, as well as, protect the rights of its faculty to make appropriate use of copyrighted works for acceptable educational purposes. This policy applies to all University faculty, staff, and students who wish to make use of copyrighted works, whether in print, electronic, or other form. Implicit in this policy is the "Fair Use Act" which applies across the board to uses in the traditional classroom environment and the TEACH Act which is an exception to the "Fair Use Act" for distance learning.

Students may not distribute copies of copyrighted materials to other students. This includes such things as PowerPoints, handouts, podcasts, etc.

- **Textbooks**

- List title, author(s), publisher, edition, price, and ISBN
- Indicate whether textbooks are required or suggested

- **Disability Statement**

Include this wording:

Disability Statement

Lindenwood University is dedicated to providing academic accommodations and support services, within its resources, to ensure qualified students with disabilities the opportunity to pursue higher education. The University is committed to meeting the full intent and spirit of anti-discrimination laws, such as the Americans with Disabilities Act, by providing support and opportunities to students with disabilities in all activities, programs, and services offered. Students with disabilities who would like to request services should contact the Coordinator for Campus Accessibility Services.

- **General Education Course Student Learning Objectives** (*applies only to GE courses*)

General education courses must contain the general education SLOs that apply to that particular course. For more details, contact the appropriate department chair.

- **Honesty Policy**

Lindenwood's Academic Honesty policy is clearly stated in course catalogs and the *Student Handbook*. Faculty can also find copies of the policy and supporting documents, including the *Academic Honesty Policies and Procedures* booklet, on the Faculty and Staff Portal in the "Forms and Handbooks" section.

For the purposes of syllabi, there are two different statements regarding honesty, plagiarism, and deception because the penalty for academic dishonesty is more stringent for graduate students.

Include one of the following statements based on whether the course is for undergraduate or graduate students. For dual-enrollment courses, include both statements:

For Undergraduate Students:

Academic Honesty

Academic dishonesty is an exceptionally serious offense to oneself and one's colleagues. The fabric of a learning community is woven by a bond of trust: the work to which we affix our names is our own. To act otherwise is to undermine the contract of good faith on which productive study and the open exchange of ideas is based. Therefore, students wishing to maintain formal membership in a learning community must display the high level of integrity expected of all its members. According to Lindenwood University's Academic Honesty policy, names of students found guilty of cheating, plagiarism, or deception will be sent to the Associate Provost. A first offense of academic dishonesty may result in a lessened or failing grade on the work/test or failure in the course. A second offense will lead to academic probation and failure of the class, and a third offense will result in expulsion from the University. Any questions concerning this policy should be directed to the Associate Provost.

Cheating

Cheating shall be defined by Lindenwood University as "disseminating or receiving answers, data, or other information by any means other than those expressly permitted by the instructor. Examples of cheating include, but are not limited to, the following:

- A. Copying answers, data, or other information (or allowing others to copy) during an examination, quiz, or laboratory experiment or on homework or any other academic exercise.
- B. Assuming another individual's identity or allowing another person to do so on one's own behalf for the purpose of fulfilling any academic requirement or in any way enhancing the student's grade or academic standing.
- C. Using any device, implement, or other form of study aid during an examination, quiz, laboratory experiment, or any other academic exercise without the faculty member's permission."

Source for quotation: <http://www.deltacollege.edu/dept/ar/catalog/cat0910/index.htm>

Plagiarism

Plagiarism is defined as "the presentation of someone else's ideas or words as your own. Whether deliberate or accidental, plagiarism is a serious offense" (Fowler and Aaron 680).

Each of the following is a type of plagiarism and must be avoided in all academic work:

- Copying directly from a source without quotations and source citation;
- Paraphrasing or summarizing another's idea without attribution;
- Changing a sentence's structure but copying words;
- Changing a sentence's words but copying its basic structure;
- Using audio, video or other media sources without acknowledgement;
- Submitting a paper written by another student and claiming it as your own;
- Using information obtained through interviewing an expert on the subject without attribution;
- Purchasing or downloading a paper from another source and claiming it as your own;
- Collaborating excessively on an essay with another person;
- Submitting an essay that was previously written for another class without the consent of both professors (Plagiarism Defined 1).

Works Cited

Fowler, H. Ramsey, and Aaron, Jane E. The Little, Brown Handbook. New York: Pearson Longman Press, 2004.

"Plagiarism Defined: Part 3." Plagiarism Tutorial: Indiana State University Library. 15 June 2004. Indiana State University. 10 June 2005 <panther.indstate.edu/tutorials/plagiarism/defined3.html>.

Lying/Deception

Deception, in either written or oral form, directed at University personnel by a student for the purpose of improving his/her own academic or financial standing or that of another student is subject to disciplinary action as part of the Lindenwood University Academic Integrity policy.

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For graduate students:

Academic Honesty Policy

Academic dishonesty is a serious offense to oneself and one's colleagues. Students wishing to maintain formal membership in the Lindenwood learning community must display the high level of integrity expected of all its members. According to Lindenwood University's Academic Honesty policy, names of students found guilty of cheating or plagiarizing will be sent to the Associate Provost. A first offense of academic dishonesty may result in a reduced or failing grade on the assignment or test or failure in the course. A second offense will result in expulsion from the University.

Cheating

Cheating shall be defined by Lindenwood University as "disseminating or receiving answers, data, or other information by any means other than those expressly permitted by the instructor. Examples of cheating include, but are not limited to, the following:

- A. Copying answers, data, or other information (or allowing others to copy) during an examination, quiz, or laboratory experiment or on homework or any other academic exercise.
- B. Assuming another individual's identity or allowing another person to do so on one's own behalf for the purpose of fulfilling any academic requirement or in any way enhancing the student's grade or academic standing.
- C. Using any device, implement, or other form of study aid during an examination, quiz, laboratory experiment, or any other academic exercise without the faculty member's permission."

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Plagiarism is defined as "the presentation of someone else's ideas or words as your own. Whether deliberate or accidental, plagiarism is a serious offense" (Fowler and Aaron 680).

Each of the following is a type of plagiarism and must be avoided in all academic work:

- Copying directly from a source without quotations and source citation;
- Paraphrasing or summarizing another's idea without attribution;
- Changing a sentence's structure but copying words;

- Changing a sentence's words but copying its basic structure;
- Using audio, video or other media sources without acknowledgement;
- Submitting a paper written by another student and claiming it as your own;
- Using information obtained through interviewing an expert on the subject without attribution;
- Purchasing or downloading a paper from another source and claiming it as your own;
- Collaborating excessively on an essay with another person;
- Submitting an essay that was previously written for another class without the consent of both professors (Plagiarism Defined 1).

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"Plagiarism Defined: Part 3." Plagiarism Tutorial: Indiana State University Library. 15 June 2004. Indiana State University. 10 June 2005 <panther.indstate.edu/tutorials/plagiarism/defined3.html>.

Lying/Deception

Deception, in either written or oral form, directed at University personnel by a student for the purpose of improving his/her own academic or financial standing or that of another student is subject to disciplinary action as part of the Lindenwood University Academic Integrity policy.

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- **Attendance Policy**
 - Clarify attendance policies and the impact attendance has on final grades.
- **Late Work Policy**
 - Detail whether late work will be accepted and how it will be graded.
- **Required Writing Styles** (MLA, APA, etc.)
- **Calendar**
 - Semester agenda
 - Projects, Tests, etc.
- **Grading Standards**
 - Identify the course components that will determine final grades.
 - Explain the course grading system (i.e., total points, weighted grades, percentages required for A, B, etc.)
- **First Responder and Excused Absences Policy**

While Lindenwood University appreciates and supports the efforts of first-responder students, the University is also dedicated to preserving and promoting academic success and standards. If a first-responder, due to official duty, exceeds the number of allowable excused absences, she/he will be allowed to withdraw with a W from the course at any time during the term, if documentation is provided. This policy applies to academic withdrawal only.

To learn about excused absences for students engaged in LU Authorized Events, see **Appendix F: Excused Absences Policy**.

Grade and Attendance Reports

Accurate and timely reporting of grades and attendance is required in order to process financial aid and identify struggling students who can benefit from early intervention.

Attendance:

- Paper rosters, signed by students, are due on
 - Day 1
 - End of Week 1
 - End of Week 2

Electronic attendance rosters entered via the Faculty & Staff Portal are due daily during the first week of the semester. After the first week, electronic rosters are not required by *strongly* recommended.

Grades:

- Undergraduate Semester Courses:
 - Grade deficiencies must be reported at the end of Week 4
 - All students receive a Midterm Grade
 - All students receive a Final Grade
- Graduate Courses:
 - All students receive a Final Grade only
- Quarter Courses:
 - All undergraduate and graduate students receive a Midterm Grade
 - All undergraduate and graduate students receive a Final Grade

Proposals for Courses, Programs, and Degrees

Proposals for new courses, programs, and degrees – as well as proposals for changes in those components – may be initiated at any academic level, from first-year instructors through the President’s office. Proposals may also originate from outside of the University.

(See **Appendix G: Lindenwood University Statement of Policies and Procedures for Academic Initiatives**.)

FACULTY GOVERNANCE AND DEVELOPMENT

Academic Committees

An important faculty role is played on committees that build on unifying principles and significantly impact academic decisions and directions for the future. (See **Appendix G: Faculty Committee Handbook**.)

University standing committees exist for the purpose of addressing long-term interests or concerns. Members of standing committees typically serve one- or two-year terms and are elected to represent their school or BV-division. The President reviews committee membership results. Standing committees have been authorized to function on each of the Lindenwood University campuses. The purview, responsibility, and authority of each standing committee is the same on each campus. The standing committees include each of the following:

Faculty Council

The President has administrative authority over the University, such authority sustained and qualified by collegial support as represented in the faculty's position of shared responsibility. This responsibility is represented in the Faculty Council on each campus. Faculty Council members can serve two consecutive two-year terms for a total of four years, after which they must take a year off before serving again.

The principal responsibilities of the Lindenwood Faculty Councils are to (1) evaluate make recommendations on faculty personnel matters (including faculty positions, candidates, promotions, hirings, initial ranks, professional responsibilities, and recognitions), (2) evaluate faculty personnel policies and procedures and recommend periodic revisions and improvements in those areas, (3) define and promote scholarly activities, (4) review and recommend policies and/or actions appropriate to address issues of concern submitted by faculty members, faculty committees, or the administration, and (5) participate in the review and planning of University-wide initiatives. The Faculty Councils are the faculty personnel committee, vested by the faculty members to represent them in discussions with the administration regarding the formulation of human resources policy and practices. In addition, Faculty Councils serve as the representatives of the faculty in regard to review, evaluation, and adoption of academic policies and procedures, including general education structure and advancement. The Faculty Councils plan, call, and run all general faculty meetings and regularly scheduled general faculty workshops. The President, Provost, and Dean of Faculty have faculty rank and regularly participate in Faculty Council meetings *ex officio* without vote in St. Charles and have the right to do so on the Belleville campus as well. Generally, the Academic Dean at LU-Belleville represents the administration and regularly attends the Belleville Faculty Council meetings as an *ex officio* member.

Assessment Committee

The principal responsibility of the Assessment Committee is to give guidance to the University assessment officers in the conduct of the assessment program. It also acts as a forum for the discussion of University assessment issues.

Council on Teacher Education

The principal responsibility of the Council of Teacher Education is to review the assessment benchmarks of teacher education candidates to ensure that candidates have the knowledge, skills, and disposition to work as professional educators in schools.

Educational Policies Committee – EPC

The principal responsibility of the Educational Policy Committee is to review, formulate, and propose academic policies and educational goals of the University. The committee works to create consistent

policy, increase academic integrity, standardize the curriculum, and assist in developing smooth administration of University policy and curriculum.

General Education Committee

The principal responsibility of the General Education Committee is to maintain consistency of course requirements that lead to a well-rounded liberal arts education. The members of the GE committee will monitor the implementation and integrity of the general education program across the academic schools on the heritage campus as well as on all extended campuses and for both the traditional day program and the evening program.

Academic Standards & Process Committee – ASPC

The principal responsibility of the Academic Standards Committee is to provide advice and counsel to the University's faculty and administration on matters related to adherence to the stated academic standards of the University. Further, the committee reviews and audits the procedures being used to ensure quality as well as the results of those procedures and renders recommendations and solutions to the VP-AA/Provost for particular cases in which interpretation of academic policy is needed. The ASPC complements the Educational Policies Committee (EPC) by monitoring and ensuring implementation of the academic quality guidelines formulated by the EPC and suggesting changes in academic policy and practices to the EPC.

Institutional Review Board – IRB

The principal responsibility of the Institutional Review Board is to protect the safety, privacy, and rights of human subjects recruited to participate in research performed by students, faculty, and staff at Lindenwood University.

Bi-Campus Standing Committee Participation

Any of the standing committees in the University system may choose to have bi-campus meetings, or a committee on one campus may send representatives to observe or consult with the corresponding committee on the other campus.

Study-Abroad Committee

The primary responsibility of the Study Abroad Committee is to promote study abroad among the faculty and students and help faculty to set up study abroad opportunities while maintaining the academic integrity of study abroad programs offered at Lindenwood University.

University and Faculty Task Forces

When needed, task forces are created to discuss and recommend policy. A task force is usually in place for at least one semester and typically remains active for up to two years. A few task forces continue meeting indefinitely. The task forces currently include each of the following:

Catalog
Council for Educational Leadership

Faculty Recruitment
Honors Panel
Distance Learning
Student Engagement and Retention Committee
Speakers Bureau
Technology
Wellness

Faculty Development

Lindenwood is committed to the full and continual professional development of faculty members as detailed in the Lindenwood Policy on Professional Development.

Policy Statement on Professional Development

Lindenwood expects and supports the professional development of its faculty members for several reasons:

- ◆ The University desires to attract and retain men and women of ability, and to consistently guarantee the best available instruction and mentoring for our students. We believe that a work environment that encourages and enables professional growth is a powerful means through which to draw and keep the best professors.
- ◆ We also believe that a University should foster intellectual curiosity and pursuit, such that the campus will always be a productive community of professional scholars and student scholars continually engaged in the exchange of ideas and perspectives – so that it will be at all times truly a Republic of Ideas.
- ◆ One of our chief premises is that excellent teaching cannot occur without excellent scholarship. Active scholarship by our teachers not only ensures that our students receive the most up to date information in their fields of study but also that both teachers and students will be emotionally rewarded and engaged by the excitement of new ideas. Scholarship is what makes higher learning “higher”; it is what renders college study intrinsically rewarding for all participants.
- ◆ Scholarship is never not important in higher education and ideally will exist to the extent that one’s teaching and mentoring obligations allow.
- ◆ It is not enough to simply convey other scholars’ ideas. We expect our teachers to formulate new perspectives and theories, or at least reformulate existing knowledge so that they not only transmit the present content of their disciplines but also contribute to the growth and enhancement of the knowledge base in their respective fields. To be a professor, one must have something original to profess.

Expectations and Avenues for Professional Development

- ◆ In accordance with our policy on professional development, we expect each of our professors to engage in or accomplish an appropriate number of the following professional- development activities (in any combination) per year:
 - Attend and actively partake of a major regional or national conference in one's field
 - Plan, attend, and/or participate in an in-house development activity
 - Actively engage in the planning and/or development of an original investigation, creation, or project that potentially could be published or presented at a professional meeting or in an officially refereed or juried venue
 - Complete a professional project that is underway, so that the product is in a form that may be presented in a professional scholarly setting or submitted to a professional journal or comparable distribution channel
 - Develop a proposal to write a scholarly book or monograph
 - Present a scholarly paper or work at a professional conference or exhibition
 - Engage in a formally structured continuing education course of study that results in increased knowledge, skills, or credentials within one's discipline
 - Edit or manage a professional journal or a journal or compendium for student submissions
 - Organize and facilitate an educational conference that involves the scholarly submissions, projects, or presentations by students or colleagues in one's field.

Faculty Grants for Professional Development

Faculty development is strongly encouraged through participation at events, to include but not limited to conferences, seminars, exhibitions, concerts, and performances. Reimbursement for expenses is one part of Lindenwood's commitment to a faculty member gaining and sharing knowledge through this educational endeavor. In order to request reimbursement, questions that should be addressed include "How will this benefit Lindenwood and her students?" and "Is this a financially reasonable request?" If a faculty member has a question about the financial reasonableness of a request, he/she should contact the VP-Human Resources/Dean of Faculty prior to making commitments.

Realizing that we have a large faculty, extensive funding of professional development cannot be accommodated and careful consideration should be given before any request is made. The

maximum faculty travel grant for presentation of a paper, chairing of a session, participation in a panel discussion or symposium, or other professional activity will be \$1250 for any one conference or meeting. Faculty members who have been selected to present a paper could receive reimbursement for expenses beyond the established reimbursement limit. If the faculty member is attending with students, this reimbursement may be increased.

Requests for professional travel and attendance must first be approved by the school dean or BV-division chair and then forwarded to the VP-Human Resources/Dean of Faculty for review. After this review has occurred and a monetary reimbursement has been established, the request will be sent to the President for final approval. The **Request for Professional Development / Travel Grant Form** can be found on the **Faculty & Staff Portal** in the **Forms and Handbooks** folder in the **Human Resources** section.

Coverage of classes for professors attending conferences is paramount. A plan for coverage of classes to be missed should be a focal point of the request. In addition, faculty members should be prepared to share information gained at conferences with other faculty members upon request.

Students may apply for a Lindenwood Student Scholars Travel Grant, which provides student recipients with conference travel funds for the purpose of reading a paper or other scholarly work, presenting a poster session to communicate a scholarly work accepted for presentation at the event, serving as a moderator or invited discussant in a scholarly panel, or exhibiting one's artistic productions that have been explicitly invited or accepted by the organizers of the event. The Student Scholars Travel Grant form can be downloaded from the **Faculty & Staff Portal** in the **Forms and Handbooks** folder in the **Process Forms** section.

Strategic Planning Objectives and Process

An important part of faculty development involves the nurturing of leadership skills and integration of each faculty member's conceptual, disciplinary and pedagogical insights, ideas, and plans affecting not only the students and the faculty member's school or division, but the University as a whole. Thus, faculty members play a central role in institutional strategic planning.

Strategic planning at Lindenwood University is a committee-of-the-whole process, an endeavor that involves all departments and sectors, including the students as well as faculty, staff, administration, and the Board of Directors. The overarching goal is to conduct the annual formulation or reformulation of the strategic plan as a genuinely collegial effort that draws upon the interests, perspectives, and unique expertise of the entire University community.

The planning process flows from the University's mission statement and is developed to reflect and accomplish the purposes included in that proclamation. All key stakeholders are expected to participate in the undertaking to provide input not only on their individual service domains or disciplines but also on the formal assumptions underlying the plan and the general direction of the University's educational and developmental programs and operations.

The University's Strategic Plan is re-created or extensively updated every year. Each rendition of our strategic plan generally addresses the upcoming five-year interval. While it emphasizes several specific objectives for the next year, it also projects the University's vision for the next decade as well – the shared vision of the faculty, staff, administration, students, and board.

Although the Board of Directors' Strategic Planning Committee formally calls for an update or revision of the strategic plan, most of the planning begins at the program or department level. The academic school or administrative office then collates and refines the plan for the larger unit. Next the President, Provost, and Dean of Faculty meet with each academic school, each administrative unit, and the Lindenwood Student Government Association to review and refine the information submitted. Each of these sessions lasts about two hours, and sometimes longer.

There may be several iterations of this information exchange process, most via written electronic information transmissions, before the plan is submitted to the Board's Strategic Planning Committee for review and further refinement. That body, too, may request modifications or additional information from any sector of the University.

There are three basic procedures common to all departments, academic schools, and groups participating in this process:

1. Iterative discussions within each unit that generate the portion of the plan representing the unit's unique interests and objectives.
2. Review of and input into general strategic premises, directions, and University initiatives.
3. Lengthy, productive exchanges with the executive administration, both face-to-face and via written communications.

Each year, the faculty and staff of Lindenwood University engage in the development of the University-wide strategic plan. The process begins in September and concludes in July.

LU STRATEGIC PLANNING PROCESSES & TIMELINE	
September	Strategic planning templates are made available to academic schools and BV-divisions, University offices, and standing committees.
Mid-October	The board's Strategic Planning Committee reviews and considers modifications to Lindenwood's planning assumptions and "Premises and Guidelines," sets general strategic directions for the University, and commissions the Provost to initiate discussions of the annual University-wide planning process.
October	The Provost apprises academic schools and BV-divisions of the start of the strategic planning process for the upcoming fiscal year at the general faculty meeting in October, and faculty members are encouraged to begin working with their departments, schools, BV-divisions, and standing committees to create their plans for the next fiscal year and the next five fiscal years.
Early November	The board formally approves the modifications of the planning assumptions and "Premises and Guidelines," and the Provost communicates any approved changes to the academic deans and BV-division chairs.
Mid- November	The Provost asks schools and BV-divisions to conduct formal strategic planning discussions at the departmental level and directs deans of the academic schools and BV-divisions chairs to ask faculty members to begin drafting their IDPs for the next academic year in the context of their department's strategic discussions.

December	The Provost informs the academic deans, BV-division chairs, and faculty of the general timeline for submission of plans and requests that the academic schools and BV-divisions and embedded departments submit the first draft of their Fiscal 2011 plans by February 15; also, every school and BV-division is urged to review the list of general assumptions underlying the University-wide plan and suggest modifications, deletions, or additions to the Provost; additionally, the faculty's standing committees are asked to begin developing their strategic objectives for a February 15 submission deadline; the Faculty Council is asked to begin developing general objectives for the University in areas that affect the performance of faculty personnel, the treatment and educational experience of students, and recommendations for improvements in educational policy, procedures, and programs. The faculty and staff task forces are asked to begin preparing their initial planning drafts.
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Mid-January	The Board of Directors' Strategic Planning Committee reviews and clarifies strategic directions and identifies chief issues and goals and receives a progress report from the Provost.
Mid-January – Mid-February	Academic programs and staff offices develop preliminary drafts of their plan segments.
Mid-February - Mid March	The academic schools and faculty members/ faculty committees/ staff offices and the Lindenwood Student Government Association (LSGA) Student Senate meet with the President, the VP-AA, and the VP-HR to discuss their plans and provide input, suggestions, and recommendations on University-wide proposals and initiatives. The administrative officers answer questions and solicit further suggestions from the attendees.
March	Final copies of the strategic plans from the academic schools and BV-divisions/staff offices/ and administrative offices, as well as the final submission from LSGA, are forwarded to the Provost.
April	The Provost prepares a working draft of Lindenwood's omnibus Strategic Planning Document to distribute to the Strategic Planning Committee of the Board of Directors; a draft is also made available to the academic schools for further review and comment.
May	The chairperson of the Board's Strategic Planning Committee distributes copies of the draft to the full Board of Directors and requests comments and suggestions.
June	The board's Strategic Planning Committee reviews feedback from members of the board, and the Provost incorporates changes into the Strategic Planning Document.
July Board Retreat	Copies of the final draft of the plan are made available to the Board of Directors and placed online for reference by faculty, staff, administrators, the academic schools, BV-divisions, faculty committees and task forces, and LSGA.

ACADEMIC-RELATED PROCEDURES

Field Trips

Field trips for academic purposes must be arranged in advance. Documentation must be submitted to the VP-AA/Provost and should include a complete listing of students attending the field trip; the professor who will serve as chaperone; a statement of the location, date, and time of the trip; and a description of the method of travel. If rental of a van or bus is necessary, lab fees should be assessed at the time of enrollment in the course. All additional fees are the responsibility of the students. Names of all students (alphabetical order/last names first) who plan to attend the field trip

should be sent to faculty at least two days in advance. Names of students who fail to attend a field trip should be made available to the faculty members whose classes were missed. The request for a field trip must also contain a statement that the waivers have been signed by all participants.

Intercollegiate Athletics Travel

Lindenwood University allows student-athletes to be excused from class for University-sponsored athletic competition. Student-athletes must communicate with their professor and make arrangements for missed work **in advance** related to these competition-related absences. Student-athletes will be provided an opportunity to complete equivalent work, according to the professor's policy, if adequate advance notice is given.

For information concerning sports teams' travel, please refer to the Lindenwood University Athletics Handbook.

J-Term Travel Courses

J-Term travel courses will be considered each year by the VP-AA/Provost. The President will have final approval for such courses. All students wishing to participate in J-Term trips must have all prior account balances paid and must have made arrangements to pay for the following semester.

Proposals for J-Term travel courses should include the educational objectives of the travel experience; an overview of the itinerary, including dates of departure and return; a list of the assignments integrated with the itinerary (readings, papers, etc.) that the students will be required to complete; a specified method of assessment; an itemized list of fees and costs the student will incur; a specification of the type and size of any advances or deposits that will be required and the dates by which those sums will be needed; the last allowable cancellation date for any student and for the trip as a whole including any refund/deadline policy; a list of comparable costs or any explanation as to why bids were not sought; and a description of how the students will be supervised throughout the experience and by whom. In addition, students will be required to submit a written commitment to possessing their Visas prior to the last date for a full refund. Prior to departure, the faculty member must submit a final roster and detailed itinerary including hotel names and telephone numbers to the Vice President of Operations and Finance/COO.

Graduate Assistantship

A graduate assistantship is awarded to a graduate student to provide academic and program support to the University. Graduate assistants will be placed (if a need exists) in an area that supports the graduate student's area of study. Graduate assistantships are limited and are only awarded to an area of the University that has been approved by the VP-HR/Dean of Faculty. Graduate assistants must be enrolled as full-time students, and work will vary between 20-40 hours per week depending upon the approved need. GA positions may have a supervisory role included in their duties. Appointments do not constitute a contract and can be terminated at any time by the appropriate Lindenwood personnel. Awards will vary as a function of level of responsibility. Stipends may be a part of the award.

Graduate students may also apply for graduate work study positions. These positions may include custodial, cafeteria, clerical, or other related duties in an area approved to have a graduate work-study student. Individuals will be credited at the rate of \$10 per hour not to exceed 20 hours per

week. These positions do not constitute a contract between the individual and Lindenwood and can be terminated at any time by Lindenwood. Graduate work study awards will be allocated on a demonstrated need basis.

A helpful resource is the GA Handbook, which can be found on the Faculty & Staff Portal in the Forms and Handbooks folder.

Graduate Assistant Request

Graduate assistants are an integral operational component to the Lindenwood community. Therefore, requests for new or continuing graduate assistant support should be made in writing to the VP-HR/Dean of Faculty. Requests should include a rationale for the position, as well as specifics on the number of assigned hours per week (maximum 40) and job duties. The graduate assistant is responsible for submitting a time sheet monthly to the Roemer Business Office or the designated Business Office representatives as specified.

Textbook Ordering

Books for classroom use will be ordered through BOOK-X-CHANGE (www.lutextbooks.com) unless otherwise approved. Deans and BV-division chairs are responsible for ensuring that books are submitted to BOOK-X-CHANGE by the date specified by the provost. Directions for reviewing course text adoptions, updating course text adoptions, and approving course text adoptions are available through BOOK-X-CHANGE or in the office of the VP-AA/Provost.

SECTION 4: GENERAL POLICIES AND PROCEDURES

EMPLOYEE CONDUCT

Confidentiality

Faculty and staff are expected to treat all information regarding students, employees, and institutional information as confidential. Employees are considered ambassadors for Lindenwood University. Information about students, employees, and Lindenwood University business must not be discussed. If there are complaint issues, faculty members should refer to the Whistleblower Policy.

Lindenwood University is morally and legally obligated to maintain the privacy of those whom we serve. Information regarding students is to be released only by authorized employees in accordance with established federal policies. The statute commonly known as the "Buckley Act" bars any release or disclosure of information concerning students' grades, social behavior or any other information relevant to their attendance at Lindenwood University. **Before discussing a student's confidential information with parents or guardians, ensure that the student has signed a FERPA Waiver giving permission for such disclosure. Faculty members should reveal information only to those specifically named in the waiver.** Electronic copies of student FERPA Waivers can be viewed in student files in the CAMS Portal.

Responsibility for Timely Reporting

Every member of the Lindenwood faculty, staff, and administration is obligated to immediately report any circumstances, complaints, behaviors, documents (electronic or paper), or observations that reveal or indicate a threat to the wellbeing of students or other members of the University community. Any matter of this type must be reported to at least two campus authorities: (1) one's immediate supervisor or vice president and (2) the President's office. It is not acceptable to withhold or postpone reporting because the information on the matter is incomplete; the possible trouble is discovered during the course of a class project or assignment, research project, or co-curricular initiative; filing a concern or complaint might upset another employee or one's supervisor; disclosing the information might disrupt or interfere with the completion of a newspaper article, video production, or a professional manuscript; the threat surfaces in the context of counseling or advising students.

"Red Flag" Identity Theft Prevention Program

In compliance with federal laws (Red Flags Rule regulations) designed to protect against identity theft, Lindenwood has developed an Identity Theft Prevention Program. The program provides guidelines for employees to identify red flags that indicate potential theft of personal information of students, employees, and University customers. To learn more about the program, see **Appendix J: "Red Flag" Policy**.

Conflict of Commitment

Pursuant to our policy, any current or future outside employment, undertaking of major projects, or commitments of time to outside organizations should be presented for approval by the Dean of Faculty. The purpose of this provision is not to control individual's free time, but to allow the University to assess potential conflicts and activities that may affect your job performance or be contrary to Lindenwood's mission before they become a problem and jeopardize employment with Lindenwood.

Outside employment or organized activities, such as public service clubs or political involvement (especially the amount of time spent for such activities) may adversely affect employment. A certain time is needed for rest, reflection, and renewal to be at the highest level of performance. Permission for outside employment or involvement in other activities will not be unreasonably withheld. Lindenwood encourages individuals to give back to the community and engage in activities that give joy and pleasure.

Distribution of Work Time For Faculty Member Conducting Professional Projects

It is recognized that a faculty member who is approved to conduct a professional project as a part of his/her workload might need to spend some time off campus during the conventional on-campus periods on weekdays. The following policies and procedure govern this matter:

1. The distribution of the work time of a faculty member with professional project authorization should be arranged with that professor's department chair; the school dean or BV-division chair must be informed in writing of all such understandings.
2. Working off-campus during a portion of designated days M-F may be scheduled with department chair BV-division chair approval and may be authorized weekly or preauthorized for an entire term, with the chair notifying the dean or BV-division chair of the stipulations of the agreement.
3. Whole days of off-campus work must be pre-approved in writing by the department chair and the school dean or BV-division chair and may be authorized or preauthorized for an entire term upon receipt and acceptance of a date-annotated work plan from the faculty member.

Drugs and Alcohol

Lindenwood University prohibits the unlawful use, possession, manufacture, and distribution of unauthorized drugs and alcohol by its employees on its property or as part of any of its activities. Persons who violate this policy are subject to campus disciplinary action and referral to law enforcement agencies.

The level of disciplinary action will be determined by assessing the seriousness of the breach of policy, the effect of the conduct on the community, and the assessed probability that other violations will not be committed by the person(s) in the future. Lindenwood will work with local authorities to ensure local, state, and federal laws are enforced.

Exception: alcohol may be consumed at designated locations for authorized functions.

Favoritism

No employee shall permit personal relationships or friendships with other Lindenwood employees to influence work-related decisions or behavior. Conspicuous violations of this rule shall result in reprimand and, if persistent, may result in termination.

Nepotism

No employee shall participate, either directly or indirectly, in a decision to appoint or hire a family member as an employee of the University. Nor should any employee supervise or formally evaluate any genetic or legal relative who has been hired by the University. Family member constitutes anyone who is related via blood or legal contract. An employee or supervisor who has a question pertaining to the relatives covered by the University's nepotism policy should contact the VP-Human Resources/Dean of Faculty.

Students are not allowed to enroll in classes taught by family members unless only one section of a course is offered. This policy applies to both major-specific and elective coursework.

Political Nonpartisanship

No office, organization, subdivision, student, or employee of Lindenwood University may use University resources, advertising channels, or work time to promote, assist, or express support for any particular candidate(s) pursuing election or appointment to a political office. No Lindenwood student, faculty member, or employee may use those resources or University work time on behalf of his/her personal political initiatives or state or imply that he/she speaks as a representative of the University when expressing personal support for a political candidate. No Lindenwood student, faculty member, employee, or entity is permitted to post, mount, erect, or stand a sign, banner, or poster of a political nature on any property owned, leased, or managed by the University.

This policy is in no way meant to deter students or organizations on campus from engaging in political discussions and debate. However, Lindenwood as an institution must remain politically neutral relative to candidates for office. Also, students may invite active candidates in to stump as long as the University issues equal invitations to the opposing candidates(s). The general principle is that Lindenwood allow political activities on campus only if they serve a clear educational purpose. Any such events must be approved by the Office of Student Development.

Policy on Intellectual Rights

Lindenwood University abides by federal and international law pertaining to intellectual rights. Any exception is stipulated in an individual contract with the inventor or content creator.

Professional Appearance

Faculty and staff are expected to dress according to generally accepted professional standards appropriate for the professional environment. For clarification and details, consult the relevant school dean or BV-division chair.

Solicitation/Distribution

Lindenwood University recognizes the responsibility to prevent disruption of normal business and avoid interference or disturbance to our students, visitors, and employees. Solicitation and distribution are prohibited unless approved in advance. Solicitation refers to employee(s) and/or non-employee(s) approaching anyone for the purpose of influencing him/her to take a specific action or make purchases as to matters or items not related to Lindenwood business. Distribution refers to handing out materials, supplies, brochures, etc., for non-Lindenwood business.

EXPENSE POLICIES

Purchase Procedures

To request the procurement of goods, such as office supplies or classroom materials, faculty members should make a request through the school dean, BV-division chair, or department chair. The designated school administrator will make a formal requisition through the online Business Portal. In many cases, purchases will be made with vendors through the Internet.

If a faculty member has to purchase an approved item at a store, he/she must take a copy of the University's tax exempt form in addition to other relevant paperwork to the place of purchase.

Purchases made without prior approval of the Vice President for Operations and Finance/COO or without a tax exempt form will not be reimbursed. Store receipts must be submitted following the purchase.

Requests for computer-related goods should be submitted to Information Technology. Requests for educational books, DVDs and other media resources go to the Dean of Library Sciences. Requests for goods containing written text and/or artwork must receive prior approval from the Public Relations and Marketing Office and must be approved by the highest-ranking campus administrator.

Course-Related Purchases

Academic purchases are made utilizing the same process as staff purchases listed above; however, such purchases must include the class name, the number of students in the class, and any associated lab fee.

Agency Accounts

Agency accounts are handled by the Roemer Business Office or designee. Employees responsible for student organizations or groups may utilize agency accounts. Agency accounts are established to provide organizations and activities with a University account to execute the following transactions:

1. Depositing funds obtained by fundraiser projects.
2. Student payments associated with dues, clothing, etc.
3. Payment processing for approved expenditures.

Requests for Withdrawals

Check requests should be completed for approved expenditures from an agency account. Check

requests are then forwarded to the Vice President for Operations & Finance/COO for approval. In instances where vendors require advanced approval, a purchase requisition can be requested from the vice president.

Student-Athlete Payments

If a student-athlete is making payment for clothing or athletic gear, he or she should forward payment directly to the Roemer Business Office. (Make checks payable to Lindenwood University and indicate the sport.) Coaches and other staff members are not allowed to collect money under any circumstances. Each coach is responsible for providing the Business Office with a list of student-athletes (along with dollar amount due) who plan to purchase items so their names can be highlighted by a Roemer Business Office representative confirming payment has been received. This authorizes the coach to release clothing/items to the student-athlete. When the student-athlete pays at the Business Office cashier's window or the Business Office representative, a hand receipt will also be generated.

Student-Athlete Orders

The Roemer Business Office will not track orders. Its role is only to confirm that a payment for a particular student-athlete has been received. It is the coach's responsibility to keep track of sizes, order forms, etc.

Fundraisers

System-wide fundraising projects must be approved in advance by the Vice President for Institutional Advancement (x4532 - 120 S. Kingshighway) or BV Director and the Vice President for Operations and Finance/COO, in that order. Checks received as a result of a fundraiser should be made payable to Lindenwood University, annotated to indicate use of funds, and submitted to the Institutional Advancement Office (x4903).

FACILITIES AND PROPERTY USAGE

Facilities Access

The student is the reason the University was founded and remains the reason for our continued existence and operations. Our grounds, buildings, facilities, curricula, personnel, and programs have the preeminent purpose of serving the student – now and in the future – including any prospective student who is visiting any Lindenwood campus or center.

All University personnel are stewards of their respective domains on campus but not the owners of those domains. Each of us is responsible for the orderly and responsible care and functioning of his/her Lindenwood space but not entitled to unreasonably exclude students and friends of the University from normal and expected admittance to and participation in our facilities.

To ensure full access to our resources, each building or facility manager must produce a scheduling and access policy and procedure for his/her venue for approval (and possible modification) by the

President or the President's delegate. Facility managers must also understand and comply with the Policy on Facilities Access. (See **Appendix K: Policy on Facilities Access.**)

Meeting Space and Events Reservations

To request a meeting space or to get approval for an event on the St. Charles campus, a faculty member must make a formal request to the Facilities Coordinator, whose office is located at the Information Desk in Roemer Hall (636) 949-4613. The Facilities Coordinator handles reservations for all events spaces except for the President's Conference Room in Roemer Hall. To reserve that space, contact mcollins@lindenwood.edu. A list of available spaces can be found on the Faculty & Staff Portal in the Room Availability folder.

To request a meeting space or get approval for an event on the Belleville campus, a faculty member must make a formal request to the respective building manager. Contact the Student Activities Office for the name of the appropriate building manager.

Maintenance and Repairs

Requests for maintenance support for faculty or professional staff on the St. Charles campus should be submitted to the Business Service Center (near West Clay) at (636) 949-4922 or emailed to maintenance@lindenwood.edu. The full name of the requester, a telephone number where he/she can be reached, the office or location of the item in need of repair, and a description of the problem and requested assistance must be provided. Technology repairs should be directed to the Help Desk (helpdesk@lindenwood.edu).

The maintenance contact for the Belleville campus is the Facilities Manager who can be reached at (618) 239-6005. Follow the procedure as outlined above. Technology repairs should be directed to helpdesk@lindenwood.edu.

Key Requests

At the St. Charles campus, keys are ultimately authorized by the Vice President for Operations and Finance/COO. However, in order to receive a key, the employee must obtain and have signed a key request form obtained from the school dean and submit it to the vice president. If authorized, the University will provide a key within five working days.

At the Belleville campus, key requests must be submitted to a department head (non-academic) or a division chair. Key requests must be approved by the Chief Administrative Officer. If authorized, the University will provide a key within five working days.

NOTE: Keys must not be loaned to any unauthorized person or duplicated. Employees who violate these restrictions will be subject to loss of access to previously authorized areas.

When employees change office locations or leave the University, old keys must be returned to the key master located in the Business Service Center (St. Charles) or to the division chair (Belleville).

Faculty members who are assigned to Elm Street classrooms may check out a key for the semester in the office of the Provost.

Firearms Policy

No person is permitted to carry firearms or other weapons—either concealed or visible—on Lindenwood property or to any Lindenwood class (offered anywhere), except by duly sworn law enforcement officers who are on duty or working security on a Lindenwood campus or center. Off-duty police officers may carry completely concealed weapons to their Lindenwood classes only if authorized to do so by their employer and the state of Missouri or Illinois.

Lindenwood shooting team members and coaches must comply with established firearms handling policies and procedures.

Food and Drink

No food or drink (except liquids in plastic bottles with closable caps) is to be consumed in the J. Scheidegger Center. No food or drink (except liquids in plastic bottles with disposable caps) is to be consumed in performance spaces, auditoriums, studios, lecture halls, or classrooms without prior permission of the instructor. When allowing food and drink to be consumed, the instructor is responsible for the removal of all waste materials.

Smoking Policy

University policy prohibits smoking in Lindenwood owned and leased buildings to protect the health, safety, and comfort of University students, employees, and visitors. Nonsmoking areas include entrances, exits, outside stairways to buildings, outdoor passageways to entrances, windows, indoor and outdoor facilities, and any outside locations at the time when an event is taking place. The following areas are designated for smoking:

St. Charles Campus

Butler Hall - Side area at pool entrance & War Memorial area

Welcome Center - Behind the building

Library - Between library and Roemer/ Between library and Young Hall

Roemer - Between Roemer and Library

Young - Between Young and Library

MAB - Sidewalk between MAB and Warner Hall

Spellmann - 1st Floor – Patio outside of the Connection/3rd Floor – Between Parker and Spellmann

Butler Hall - Side area at pool entrance & War Memorial area

Welcome Center - Behind the building

Library - Between library and Roemer

Belleville Campus

Smoking is completely prohibited on the campus and in all residential facilities. Smoking on the premises of other Lindenwood sites and locations is determined by the particular administration and

any city ordinances posted on the sites.

Parking and Parking Stickers

Campus parking and vehicular regulations are designed to minimize congestion, maintain safety, enhance security, and maximize the use of existing parking facilities. Annual \$2.00 parking stickers are available for purchase in the Security Office (St. Charles) or Student Services (Belleville). Stickers may also be available at the LUCC or off-campus sites. Each University employee is required to obtain a parking permit in order to park on University grounds.

No vehicles should be parked in any area not marked as a parking spot. The fire lane is designated by yellow marking around all curbs on campus. Parking in a fire lane will result in a parking fine and possible towing. Parking in no-parking zones or courtesy lanes is prohibited. Parking in handicapped parking by those who are not disabled is also prohibited. Violators will be ticketed and/or towed at the owner's expense.

Identification Cards (Id)

University photo ID cards can be obtained from the Work and Learn Office (Spellmann 3rd Floor) in St. Charles or from Student Services on the lower level of the Administration Building in Belleville. IDs are required for lunch and for picking up tickets to student performances and sporting events.

Copy Center Use

St. Charles

Faculty members have access to free copies of classroom materials at the Copy Center (Spellmann 3rd Floor). Print requests can be sent via email (copycenter@lindenwood.edu) or brought to the Copy Center with the completed work request form. Students may not retrieve copies of final exams without prior written permission from the professor.

Faculty Copy Center Hours

Monday - Friday

7 a.m. - 1 p.m.

2 p.m. - 4 p.m.

Faculty members should allow a 24-hour period to obtain materials. Upon completion of a request, the requester will be contacted via the contact information on the work request form. It is the faculty member's responsibility to pick up copies before the office closes. A student may retrieve copies, but only if the instructor has submitted the student's name to the Copy Center in advance.

For more information, contact the Copy Center at (636) 949-4616 copycenter@lindenwood.edu.

Belleville

Copiers are located in a number of buildings and are available to all faculty members. For large

runs, contact the mailroom manager in the lower level of the Administration Building.

Off-Campus Sites

Copiers are available at off-campus centers.

SECTION 5: COMPUTERS & COMMUNICATIONS

COMPUTER POLICIES AND SUPPORT

► COMPUTER USE

The Lindenwood University Computer Use policy applies to all computers connected to the Lindenwood University network whether they are personal or University owned computers. At its discretion, the University reserves the right to restrict or deny the use of its network facilities and capabilities.

Individuals who are provided access to University computer facilities and to the campus-wide communications network assume responsibility for their appropriate use. The University expects individuals to be careful, honest, responsible, and civil in the use of the University network and computers. Computer and network facilities are provided primarily for educational use. These facilities have tangible value. Consequently, attempts to circumvent accounting systems or to use the computer accounts of others will be treated as forms of attempted theft.

Individuals may not attempt to damage or to degrade the performance of Lindenwood's computers and network and should not disrupt the work of other users. Individuals may not attempt to circumvent security systems or to exploit or probe for security holes in any Lindenwood network or system, nor may individuals attempt any such activity against other systems accessed through Lindenwood's facilities.

Individuals assume personal responsibility for the use of their accounts. Users may not disclose their passwords or otherwise make Lindenwood's facilities available to unauthorized individuals. Moreover the possession or collection of other's passwords is prohibited.

Physical theft, rearrangement, or damage to any University computer or network equipment, facilities or property is strictly prohibited and will be reported to the police. This includes all public computer labs, network equipment, wiring, and circuits.

Users with personal computers on the LU network are expected to take reasonable precautions to ensure the security of their systems. All computers require a valid, up-to-date virus-scanning program. Individuals may be held responsible for misuse by others that occurs on their systems.

Users are not permitted to register external domain names that reference systems on the LU network. It is prohibited to use Lindenwood University's network for commercial purposes. It is prohibited to connect any secondary physical network to the LU network without authorization. Providing services or running applications that consume excessive bandwidth on the LU network is prohibited.

No Lindenwood University system is to be used for illegal or criminal purposes. Users must observe intellectual property rights, including in particular copyright laws as they apply to software and electronic forms of information. Users are expected to report any evidence of actual suspected violation of this policy to the Help Desk (helpdesk@lindenwood.edu - (636) 255-5100).

► BLACKBOARD, CAMS, AND EMAIL

Blackboard is an Internet-based class management tool that can be accessed through University computers or remotely, which is convenient not only for faculty members but for students who live off campus.

CAMS Enterprise is the campus administration system provided by Three Rivers System. Faculty members are required to learn and utilize the CAMS reporting procedures to track attendance, grades, and other relevant administrative matters.

The University provides email through Microsoft Outlook, which is installed on all faculty and employee computers. Email accounts can be accessed remotely through: www.lindenwood.edu/exchange. The use of Lindenwood's email for non-business mailing list subscriptions is prohibited. This includes but is not limited to Groupon, Free Merchandise Sites, and sites similar in nature.

Our email system is to be used principally for conducting Lindenwood business. Excessive personal use—defined as exceeding ten minutes per work day engaged in personal email communications—is not permitted. The use of POP Mail or non-Lindenwood issued accounts (Yahoo, Gmail, Lycos, etc.) to conduct Lindenwood business is prohibited. Official Lindenwood business will be conducted using Lindenwood's official email only.

Any personal email transactions should take place only during regular work breaks, unless they are of a time-critical nature, e.g., related to a family emergency or an urgent financial or medical matter.

Under no circumstances is any employee authorized to broadcast personal or political messages to either ad hoc or preconfigured distribution groups, whether internal or external to the University.

Lindenwood employees are prohibited from sending or knowingly downloading emails that violate local, state, or federal laws or ordinances. All electronic transmittals sent over our system must conform to norms of common courtesy and decency. These transmittals must not contain off-color language or humor, obscene, profane, or tasteless images, or angry or disrespectful expressions, nor should they express personal or unfounded criticisms of the University or any members of the Lindenwood community. Use of the system to carry out threats or harassment will result in disciplinary action that may include termination of employment from the University.

Neither graphic images nor software attachments should be downloaded, opened, or transmitted via email unless automatic virus-checking is turned on and functioning at the time of such operations. No one should open attachments that have questionable or unknown status as doing so can cause expensive, time-consuming damage and malfunction across the University's entire computer network.

All emails generated through or received by Lindenwood's email system are property of the

University and subject to examination by University officials for cause. However, statutes governing intellectual property rights will supersede the University's prerogatives in the case of copyrighted materials. Although the Department of Information Technology does not routinely monitor all emails, Lindenwood reserves the right to inspect any messages on our server at any time.

Failure to abide by these policies may result in rescission of an individual's email privileges. Repeated violations of these strictures may be cause for dismissal.

► ELECTRONIC ACCOUNTS

Requests for email accounts and CAMS access must come from the school dean. The dean will send the user's full name, office location, telephone number (if known), and appropriate access allowances and restrictions to the VP-HR/Dean of Faculty for approval. Approved accounts are handled by the Department of Information Technology. (helpdesk@lindenwood.edu - (636) 255-5100).

Email addresses will be issued after the request has been made in writing by the employee's dean, and information will be emailed to the dean or placed in his/her mailbox. The dean is responsible for notifying the Department of Information Technology immediately when a full-time faculty member leaves the University.

Requests for Blackboard shells are made by professors through the Blackboard tab on the University Website.

► HARDWARE AND SOFTWARE REQUESTS

Requests for hardware or software for professors or classrooms must come from the school dean. The requisition should include the user's full name, office location or class location, telephone number (if known), and appropriate access allowances and restrictions. The dean or section director will complete the requisition form and forward it to the Department of Information Technology. The Department of Information Technology will determine the availability of the equipment or software and submit the request to the Vice President for Operations & Finance/COO or the President for approval.

After approval, it may take up to six weeks to complete the purchase. Installation of the equipment/software then will be added to the schedule and the persons involved will be notified.

The dean is responsible for notifying the Department of Information Technology when a piece of equipment or software is no longer required. Two weeks should be allowed for removal.

► EXTENSION CAMPUS REQUESTS

The procedures listed above apply as well to extension campus requests for hardware/software. However, the site coordinator is responsible for notifying the Dean of Evening and Graduate Admissions when an extension-campus user leaves the University. The Dean of Evening and

Graduate Admissions is then responsible for notifying the Department of Information Technology (helpdesk@lindenwood.edu - (636) 255-5100).

► SOFTWARE COPYRIGHT COMPLIANCE

As a part of its compliance with federal copyright law, Lindenwood University employs a procedure to respond to bona fide notices of copyright violation by copyright holders. This procedure operates as follows:

The Digital Millennium Copyright Agent for the University requests that the Network Operations Center block the Internet Protocol (IP) address alleged to be in violation of federal law and provide the agent with the identity of the user or party responsible for the computer (responsible party). The agent then notifies the user or responsible party of the notice and requests a cease and desist statement. Upon receipt of that statement, the agent requests that the Network Operations Center unblock the IP address.

Because intentional file sharing of material for which the user does not have the copyright holder's permission is a violation of the University policy, the user shall report to the VP-HR/Dean of Faculty office for disciplinary processing. These procedures help to protect the user against copyright holders going through legal processes to obtain the identity of the user.

In the case where the copyright notice is the result of a computer compromise (electronic activities that cause damage to a computer), or a "hacking," and not the intentional activity of file sharing on the part of the computer's user, the agent shall instruct the user to fix the computer or to make an appointment with the Helpdesk (helpdesk@Lindenwood.edu) to have it fixed. The agent will request the block be lifted upon receipt of information that the machine has been repaired.

► FILE SHARING

File Sharing software, including (but not limited to), Aimster, Gnutella, Madster, Ares (All versions), Hotline, Monolito, BearShare, Imesh, Napster, BitTorrent, Kazaa (All versions), NeoNapster, Bulbster, LimeWire and WinMX, is prohibited on the Lindenwood University network including residence halls, apartments, classrooms, public spaces, and faculty/staff offices.

Because our network and Internet connections are shared by many University services (the University library, Lindenwood University website, electronic mail, etc.), the Department of Information Technology monitors this traffic constantly to ensure reliable service for everyone. File sharing software can account for a large portion of traffic on the network.

► COMPUTER USAGE

Obscene or harassing electronic communication is prohibited, as are messages that target individuals in a threatening manner. Individuals who send such communications will be remanded for disciplinary action and possible legal action. The Department of Information Technology reserves the right to monitor any computer activity on a LU computer or any computer connected to the LU network.

The Department of Information Technology reserves the right to deny system or network access on a temporary or permanent basis to anyone who violates these rules. This includes the ability to terminate processes or connections that threaten system or network security, performance or integrity. The network administrator will attempt to notify the user of any such action.

Occasional personal Internet browsing, the use of social networking (Facebook, MySpace, Twitter, etc.) is acceptable as long as its usage is not excessive, does not interfere with normal job duties, and does not violate any part of Lindenwood's computer usage policy. Playing games on Lindenwood University computers is prohibited. This includes online game websites and applications installed on Lindenwood assets not authorized by the Department of Information Technology.

EMPLOYEE AGREEMENT ON USE OF EMAIL, THE INTERNET, PHONE, COMPUTER, PRINTER AND ALL COPYRIGHT SOFTWARE

I have read, understand, and agree to comply with the foregoing policies, rules, and conditions governing the use of Lindenwood University's computer and telecommunications equipment and services. I understand that I have no expectation of privacy when I use any of the telecommunication equipment or services. I am aware that violations of the guideline on appropriate use of the email and Internet systems may subject me to disciplinary action, including termination from employment, legal action, and criminal liability. I further understand that my use of email and the Internet may reflect on the image of Lindenwood to our students, parents, suppliers, business partners and that I have responsibility to maintain a positive representation of the University. Furthermore, I understand that this policy can be amended at any time.

Dated: _____. [Signature of employee]_____

[Printed name of employee]_____

COMMUNICATIONS POLICIES AND PROCEDURES

Editorial Style and Approval

Most publications produced by the Lindenwood Public Relations and Marketing Office follow the *Lindenwood Style Handbook*, which can be found on the Faculty Drive (J:) in the *Lindenwood Style Guide* folder.

All promotional publications, whether printed professionally by the PR staff or produced on a faculty member's computer, must be formally approved. To start the approval process, submit a **Publication Request Form** at the beginning of the planning process. The form can be found on the **Faculty & Staff Portal** in the **Forms and Handbooks** folder.

Forms and University Documents

The latest versions of commonly used forms and documents are available on the Faculty & Staff Portal as well as on the Faculty Folder Network Drive. There is a separate site on My Computer for the Belleville campus. *(See Appendix I: Forms and University Documents)*

Logo Use

Logos for Lindenwood University can be found on the Faculty Drive in the Logos folder. Logos should only be used for official Lindenwood documents, and the documents must be free of grammatical, punctuation, and spelling errors. The Belleville campus versions of the LU logos appear in maroon. Sports logos that contain the images of a lion (St. Charles) or a lynx (Belleville) should be, in most cases, reserved for sports-related editorial content.

Media Contact

Employees at the St. Charles campus and at extension centers should call the Lindenwood University Public Relations and Marketing Office at (636) 949-4913 if they are aware of or involved in any media matters related to Lindenwood. Employees at LU-Belleville should contact the Assistant Vice President and Executive Director of Community Relations at (618) 239-6031.

If an employee on the St. Charles campus or an extension center is approached by a member of the media for an “ambush” interview, he/she should immediately call (636) 949-4913 and notify the PR staff. Belleville employees who are approached by a member of the media for an “ambush” interview should immediately call (618) 239-6031 or (314) 504-0036 to notify the Assistant Vice President and Executive Director of Community Relations.

To reach the St. Charles public relations professionals after hours, contact security at (636) 262-4622. To reach the Belleville campus Assistant Vice President and Executive Director of Community Relations after hours, call (314) 504-0036.

Signature Policy

Lindenwood employees shall not include another Lindenwood employee’s signature on any document without written, signed approval from the signature holder. Further, University officials wishing to include the President’s signature on a document shall have that document reviewed and approved by the Director of Executive Communication in the Executive Office followed by a review and approval by the President prior to general distribution. This policy applies to all University faculty, staff, and students. Further, all authorized monetary signatures are approved by the Board of Directors and implemented via the President.

Mail Procedures

Mail traveling between the St. Charles and Belleville campuses is handled by a courier service. Each campus handles U.S. Postal Service mail as follows:

St. Charles

Mail is received each morning, Monday through Saturday, at the Evans Commons. Schools and offices make arrangements for pickup. Outgoing mail is also processed by the Evans Commons mailroom. Only official mail will receive University postage. Faculty members can send personal letters if they provide the stamps.

For information on sending bulk mail (200 pieces or more), contact Mike Tolman at (636) 949-4563 or email mtolman@lindenwood.edu.

Belleville

Incoming mail is delivered each morning. Outgoing mail should be in the mailroom by 5 p.m. the previous day.

For information on sending bulk mail (200 pieces or more), contact the Director of Day Admissions or the Director of Evening and Graduate Admissions.

SECTION 6: EMERGENCIES AND CANCELLATIONS

EMERGENCY PREPAREDNESS

Please refer to the Emergency Procedures Handbook in the "Guidebooks, Handbooks" folder on Faculty Folder Network Drive.

Injuries/Accidents – Faculty/Staff

Emergency kiosks and phones are available on the St. Charles and Belleville campuses for emergency use.

In the event of an emergency, 911 should be called immediately. Lindenwood University provides workers compensation benefits for all employees in accordance with federal, state, and local laws if a compensable injury is incurred in the course of employment.

Employees should immediately report all injuries incurred on the job, no matter how insignificant, to their supervisor. The employee must also complete an incident report. The supervisor will instruct the employee where to obtain any necessary medical treatment. If the medical provider certifies that the injured/ill employee is unable to work, a leave of absence may be initiated.

Injuries/Accidents—Students and Guests

At times members of the campus community and guests to our campuses suffer injury or illness. **In the event of an emergency, 911 should be called immediately.** If the injury or illness is not life threatening, campus security should be called for assistance. An incident report must be completed. Please note it is important to err on the side of caution and call 911 in instances where individuals appear to be unconscious or are otherwise impaired.

If the student needs to be transported to the hospital, 911 should be called. Employees should not transport students or campus visitors in University or personal vehicles. If the student is transported to the hospital, Campus Security will notify the legal guardians.

Lindenwood University Campus Security

St. Charles Office Address:

2021 First Capitol, Suite G
St. Charles, MO 63301-1695

Weekday Daytime Dispatch (8:00 AM - 4:00 PM) - **(636) 949-4922**

Security Direct Line - 24/7 - **(636) 262-4622** Secondary Line - Evening/Weekend - **(636)-262-4623**

Director of Public Safety and Security: **(636) 949-4687**

Belleville Office Address:

2600 W. Main
Administration Building/Lower Level
Phone: **(618) 239-6081**
Dr. Angela Wingo: **(618) 239-6061**

Cancellations and Emergency Alerts

Emergency Text Messages

During emergencies the University alerts students, staff, and faculty via the Lindenwood Instant Message System provided by Rave. This important service enables quick mass communication in the event of school closings or campus crises. Students are prompted by email when they enroll to enter their mobile phone numbers into the system. The service is free to users. All employees, including faculty, are encouraged to sign up at www.getrave.com/login/lindenwood.

School Cancellations

When it is necessary to cancel classes, announcements will be posted on the Lindenwood University website and announced by LUTV and KCLC as well as local designated television and radio stations. The Lindenwood Instant Message System provided by Rave will be used to announce cancellations and other notifications as needed.

FACULTY GUIDEBOOK APPENDICES

A – Faculty Handbook

LINDENWOOD

LINDENWOOD UNIVERSITY ST. CHARLES, MISSOURI

FACULTY HANDBOOK 2012-13

Approved by the Board of Directors

February 10, 2012

This booklet does not constitute an employment contract, either expressed or implied.

MISSION STATEMENT

Lindenwood University offers values-centered programs leading to the development of the whole person – an educated, responsible citizen of a global community.

Lindenwood is committed to

- providing an integrative liberal arts curriculum
- offering professional and pre-professional degree programs
- focusing on the talents, interests, and future of the student
- supporting academic freedom and the unrestricted search for truth
- affording cultural enrichment to the surrounding community
- promoting ethical lifestyles
- developing adaptive thinking and problem-solving skills
- furthering lifelong learning

Lindenwood is an independent, public-serving liberal arts university that has an historical relationship with the Presbyterian Church and is firmly rooted in Judeo-Christian values. These values include belief in an ordered, purposeful universe, the dignity of work, the worth and integrity of the individual, the obligations and privileges of citizenship, and the primacy of the truth.

ACADEMIC FREEDOM

Lindenwood University believes strongly in fair employment practices and the principles of academic freedom and responsibility. Lindenwood University, as an institution of higher education, exists for the common good. Support for this common good depends upon a free search for truth and its expression. Hence, it is essential that a faculty member be free to pursue scholarly inquiries and to teach and publish conclusions concerning the significance of evidence produced. This freedom is so basic to the process of teaching that it must be protected for the faculty of the University.

ACADEMIC ACCOUNTABILITY

Academic freedom must be balanced by accountability for institutional purposes shared by the Board of Directors, administrators, faculty, staff, alumni, and students. The fundamental responsibilities of a faculty member as a teacher and scholar include the maintenance of competency in his or her field and the demonstration of such competence in teaching, publication, and other professional activities. Academic accountability also includes an obligation, at all times, to be accurate, to exercise decorum, to show respect for the rights and opinions of others, and to make every effort to avoid giving the impression that one speaks or acts for the whole institution unless specifically charged to do so.

FACULTY APPOINTMENTS

Appointment to the faculty is made by the President upon the authority granted by the Board of Directors. In making specific appointments, the President acts in consultation with the appropriate committee of the Board of Directors and the appropriate school dean and faculty members. The normal means for recruiting and appointing new faculty members is as follows:

The vacancy will be advertised as time permits.

A qualified pool of candidates will be identified.

The credentials of the qualified candidates will be verified.

The appropriate school dean and the Dean of Faculty will identify the best-qualified candidates and make recommendations to the President, who will make the final decision. The faculty members in the appropriate school and the Faculty Council will be consulted as part of the selection process.

FACULTY RANK & PROMOTION

Requirements for Rank:

Professor - initial appointment to or promotion to this rank requires an earned doctorate or appropriate terminal degree and a distinguished record of seven or more years of full-time college-level teaching, research, or equivalent

professional experience, normally including at least five years at the rank of Associate Professor. Effective leadership and dedication to the mission, values, and goals of Lindenwood University and evidence of recent noteworthy professional accomplishment and/or institutional service must be demonstrated.

Associate Professor - initial appointment or promotion to this rank requires an earned doctorate or appropriate terminal degree and at least four years of full-time teaching experience at the university level or a master's degree and at least six years of college-level teaching experience or equivalent professional experience. Promotion to this rank normally shall come after at least four years successful service as an Assistant Professor. Evidence of developing leadership qualities, professional accomplishment, and/or institutional service must be demonstrated.

Assistant Professor - initial appointment or promotion to this rank normally requires a master's degree and demonstrable promise of professional accomplishment.

Instructor - initial appointment to this rank is for those employees with faculty rank who do not hold the doctorate or other appropriate terminal degree, teach fewer than eighteen hours per year, and do not carry out the full range of responsibilities of regular faculty members within the school in which they instruct.

Promotion in Rank

Promotion is awarded in recognition of superior performance in one or more of the following areas: teaching, advising, research, publication, professional growth, and service to the University and community.

Promotion in rank may originate in any of three ways:

Application by a faculty member who believes he or she has fulfilled the qualifications for that particular rank

Nomination by the appropriate school dean

Nomination by any other faculty member

Promotion Process

The school dean will conduct a review of the faculty member's credentials and, after consulting other faculty members, will submit a recommendation to the Faculty Council for review and recommendation. After a review of the recommendation from the Faculty Council, which normally involves consultation with the Deans Council, the President will determine whether or not to forward the nomination to the Board of Directors through the Board's Mission and Purpose Committee with a recommendation for approval.

PROFESSIONAL DEVELOPMENT

Lindenwood University strongly encourages faculty members to continue their professional development throughout their careers. Annually each faculty member will prepare an Individual Development Plan, which incorporates the goals and objectives of the faculty member for the next academic year. The IDP will be used during the annual review process, and it will also provide supportive information during the promotion process. The school dean and faculty member will consult in the annual review of the faculty member's professional activities according to the following categories. (Also see Section XII, "Criteria for Annual Review and Evaluation.")

Academic Responsibilities

This category deals primarily with instructional activities including courses taught during the academic year, participation in curriculum development within one's discipline, and efforts aimed at fulfilling the goals of the general education requirements.

Professional Development

This category should include, but not be limited to, honors or awards received, research, publications, presentations, performances, or exhibitions completed or in progress. In addition to these accomplishments, one should note any new areas of expertise either within or outside the discipline and current membership in professional organizations.

Professional Service

This category should include contributions to the goals and plans of the school, advising responsibilities, and participation in other activities related to a faculty appointment, including, but not restricted to, student recruitment or development work on behalf of the University.

Community Service

This category might include activities such as service in volunteer organizations, membership, or leadership roles in community service or neighborhood organizations or associations, or participation in civic or business activities unrelated to any consultative activity or other role for which the faculty member may receive remuneration.

These categories will be used for the establishment, in writing, of professional goals and development objectives for the next academic year. Following the consultation, the school dean will write an evaluation summary and discuss this evaluation with the individual faculty member. If both agree with the summary, it will become part of the faculty member's file. If there is disagreement, either a revision or an accompanying rebuttal written by the faculty member will be placed in the file.

Faculty Organization and Corporate Responsibilities

Proposals for the educational program and its continuing improvement are the responsibility of the faculty. Working through the established academic schools structure and the appropriate school dean, the faculty will regularly review existing programs and develop proposals to strengthen and improve the educational program. Functioning in an advisory capacity, the faculty shall present all such reviews and proposals to the Deans' Council through the appropriate school dean. Following consultation with the Faculty Council and other appropriate faculty committees, the Deans's Council will forward proposals to the President of Lindenwood University for approval. Task forces may be appointed by the President or the Faculty Council to address certain curricular and campus culture issues. The recommendations of these task forces may be forwarded to the Faculty Council, the Deans's Council, or the President for approval. Such approval results in a recommendation to the Board of Directors for its approval when appropriate.

Faculty members have certain corporate responsibilities, which are shared with the President and the Board of Directors. While recommendations involving those areas of responsibility will originate within the faculty, there

may be occasions when recommendations may be submitted by the President directly to the Board of Directors or may originate within the board itself. The corporate responsibilities are as follows:

- To review, in consultation with the school dean and the Deans' Council, the academic curriculum and to make recommendations for changes as appropriate.
- To recommend the requirements for earned degrees.
- To establish the nature of the system to be used in evaluating students' academic performances.
- To recommend to the President and the Board of Directors candidates for earned and honorary degrees.
- To recommend to the President changes on any other matters of educational policy.
- To recommend to the President initial faculty ranks, candidates for promotion in rank, and faculty awards.
- To ensure access to all programs of the University on a nondiscriminatory basis.
- To recommend to the President and the Board of Directors candidates for emeritus status.
- To review proposals for students' and instructors' on-campus research studies involving human or animal subjects and recommend approval, denial, or modification of the proposals to the appropriate school dean and the Provost.
- To participate actively in the University's ongoing strategic-planning process.

Faculty committees may be established by the President as necessary for special concerns.

Seven standing committees have been established to assist the faculty in carrying out its academic responsibilities: the General Education Committee, Educational Policies Committee, Institutional Review Board, Faculty Council, Assessment Committee, Council on Teacher Education, and the Academic Standards and Policies Committee.

INDIVIDUAL FACULTY RESPONSIBILITIES

The mission of the University focuses on providing an opportunity for our students to gain a solid values-based education. This mission requires a commitment to the welfare and education of our students that reaches well beyond the formal classroom. That commitment may take many forms, but certainly includes effective academic advising and active involvement in the co-curricular and extra-curricular life of the University community. All employees are expected to conduct themselves at all times in a responsible and professional manner that exemplifies respect and serves the best interests of all members of the University community. As a condition of employment, faculty members must abide by and actively support the University's mission statement and the policies and procedures described in this handbook, the University catalogs, the Student Handbook, the Faculty Guidebook, the Faculty Committee Handbook, and any other published policy.

1) Individual Responsibilities

- a. To accept responsibility for a normal teaching load or equivalent during the academic year, including the January term, except faculty members who teach full time in a doctoral program will have a normal teaching load of 12 semester hours per academic year.
1. An enhanced contract, which would include professional duties beyond the normal 9-month academic year, can also be negotiated, subject to the University's needs.

A conventional contract that includes a reduced teaching load can also be negotiated, subject to the University's needs.

To meet classes regularly and promptly and maintain posted office hours (8-10 hours per week).

To adhere to the academic calendar established by the University.

To secure appropriate approval for vacations and other leaves in order to assure that individual faculty members give priority to their professional teaching and advising obligations and assure adequate classroom coverage.

To adhere to academic schedules as established by the school deans.

To actively work with students having attendance or performance problems and immediately report such problems to the Office of Academic Services for further assistance and follow-up.

To participate in student-recruitment initiatives and the work of the academic school.

2. Individual Responsibilities – LCIE

To accept responsibility for a normal teaching load or equivalent, per calendar year. A reduced contract that includes a lighter teaching load can also be negotiated, subject to the University's needs.

To meet classes regularly and promptly and maintain regular office hours, to be determined by the Dean of LCIE.

To secure appropriate approval for vacations and other leaves in order to assure that individual faculty members give priority to their professional teaching and advising obligations and assure adequate classroom coverage.

To coordinate one or more degree programs or undertake an equivalent alternate assignment.

To participate in student recruitment and in the work of LCIE.

To actively work with students having attendance or performance problems and immediately report such problems to Academic Services for further assistance and follow up.

To adhere to the academic calendar established by the University.

To conduct at least one complete advising session per term with each advisee – at least two sessions per term for new advisees.

To ascertain and record the status of each advisee every term through graduation.

3. Individual Responsibilities - Professional Librarians

- a. To work a normal schedule of 40 hours per week in the library.
- b. To provide library instruction.
- c. To provide advising assistance to students.
- d. To provide reference and other library services
- f. To teach courses as assigned within the 40 hour per week schedule.
- g. To secure appropriate approval for vacations and other leaves in order to assure no interruptions in professional obligations.

DEANS' COUNCIL

The Deans' Council consists of the dean of each academic school, Dean of Intercollegiate Athletics, Dean of Academic Services, Dean of Student Services, Dean of Library Services, CIO, Dean of First-Year Programs, and the Dean of Institutional Research. The Dean of Faculty and Provost shall jointly chair the council and carry the following supervisory responsibilities: convene meetings of the council, prepare the agenda, and supervise the preparation and distribution of minutes of the meetings. In addition to the specific responsibilities outlined in the Faculty Handbook, the Deans' Council oversees the management of the academic personnel and policies of the University and, in collaboration with the Faculty Council, serves in an advisory capacity to the President on academic matters.

PROFESSIONAL SECURITY AND ANNUAL CONTRACTS

Faculty members are issued annual contracts based upon individual merit, institutional needs, and available resources. Lindenwood University ensures fair employment practices. Faculty members are considered full-time professional employees. Reduced-time contracts may be considered. Lindenwood University does not grant tenure and has abolished tenure for all existing and future faculty and replaced it with a merit system.

CRITERIA FOR ANNUAL REVIEW AND EVALUATION

The University requires that all faculty members possess academic and moral integrity and shall conduct themselves professionally in the fulfillment of their responsibilities at the University. The University also requires that all faculty members support the mission of the institution.

The performance of faculty members is reviewed annually, and these reviews will include the following elements: consideration of student course evaluations, analysis of professional goals and objectives contained in the Individual Development Plan, an assessment of instructional effectiveness, and an evaluation by the appropriate school dean. (Please see INDIVIDUAL FACULTY RESPONSIBILITIES above, as well.)

FACULTY COMPENSATION

Faculty compensation is reviewed as part of the annual evaluation of each faculty member. Compensation is considered upon the annual review of each faculty member's academic performance and rank, in keeping with the criteria listed above in CRITERIA FOR ANNUAL REVIEW AND COMPENSATION and based upon individual merit, institutional needs, and available resources.

TERMINATION AND NON-RENEWAL OF CONTRACT

Termination for Cause

The administration may dismiss a faculty member at any time for cause, defined as failing to fulfill one's professional duties or to conduct oneself according to acceptable professional standards as defined by a committee of their peers. Performance problems that are cause for dismissal shall include but are not limited to the following:

- poor work execution
- incompetence, defined as lack of sufficient ability, education, training, or experience to perform adequately
- failure to carry out assigned duties
- unethical conduct
- posing a threat to the safety and security of the campus, the work environment, or the reputation of the University

Non-renewal

The administration may decide to not renew a faculty member's contract without a performance-related cause when that decision best serves the overriding educational, programmatic, or economic interests of the University. Written notice of non-renewal shall be delivered to the faculty member by March 15 in the first year of service, December 15 in the second year of service, and at least 12 months prior to the last work day after the second year of service.

Appeal Process

A full-time faculty member who is notified by the administration that his/her contract will not be renewed after at least three years of service or who is dismissed for cause in any year of service has a right to appeal the decision through these procedures:

Within 14 calendar days following the date of receiving written notice of termination or non-renewal, the faculty member may appeal the decision to the Dean of Faculty through written request, and the Dean of Faculty shall conduct a meeting with the faculty member and his/her school dean and department chair. Within seven business

days after that hearing, the Dean of Faculty shall make a recommendation to the President to either sustain or reverse the decision.

If the decision is sustained and the faculty member believes that either academic freedom or the evidentiary review is at issue, the faculty member shall then have 14 calendar days to submit a written request to the Faculty Council for a hearing before that body. The faculty member shall send copies of the request to his/her school dean and the Dean of Faculty.

The Faculty Council shall review the request and determine whether a formal hearing should be conducted. If the council concludes that a hearing is warranted, it shall elect a subcommittee of three members to conduct the proceedings. At least two of the subcommittee participants shall have a minimum of six years of full-time faculty service, with at least three years of full-time faculty service at Lindenwood, and none shall be from the petitioner's academic school.

The affected faculty member, the school dean, and the department chair shall be present at the hearing, and the faculty member shall have the opportunity to present any information he/she believes will support his/her case.

The school dean, department chair, affected faculty member, and/or members of the subcommittee may invite other members of the faculty or administration to speak to the issue.

Student opinion may be introduced through individual written statements or course evaluations at the Faculty Council's discretion.

Within seven days of receipt of its subcommittee's report and conclusion on the hearing, the Faculty Council shall meet and determine a recommendation, and the Faculty Council Chair shall submit that recommendation in writing to the Dean of Faculty and the affected faculty member, normally within two business days of the determination.

The Dean of Faculty shall submit a copy of the Faculty Council's written recommendation and supporting evidence and statements to the President, with his/her recommendation. The President shall issue a final administrative decision in writing to the faculty member and the council.

Any complaint alleging an arbitrary or capricious decision related to continued employment status may be appealed in writing to the Executive Committee of the Board of Directors only after all other procedures described here have been exhausted.

All evidence and conversations in this appeal process shall be held in strictest confidence by all parties

PROCEDURES FOR ACTIONS STEMMING FROM FINANCIAL EXIGENCY OR PROGRAM ELIMINATION

Declaration of financial exigency or elimination of an academic program will be determined by a vote of the Board of Directors.

The Faculty Council will be consulted for input and recommendations to the administration prior to a board vote on program or specialty deletion.

The academic administration and Faculty Council will work together to review programmatic and academic personnel priorities; those conversations will be taken into account by the President as he or she formulates a recommendation for the Board of Directors.

If a faculty member is slated for non-renewal for reasons of financial exigency or program or specialty deletion, the University will make all reasonable efforts to place him or her in an alternative position that is consistent with the individual's credentials.

A faculty member whose position or program has been eliminated shall be paid through the end of his or her current contract.

BENEFITS

The benefits policies and practices in this booklet are subject to change at any time without prior notification.

1. Admission to Campus Activities:

During the academic year, the faculty member and immediate family will be admitted without charge to most campus activities (music, drama, athletic, events, etc.) upon presentation of a University identification card.

Insurance

Disability Insurance

Lindenwood University currently carries disability insurance in behalf of its employees. There is a waiting period of one year before new faculty members are eligible for disability benefits. Once one becomes eligible, benefits do not start until one has been certifiably disabled for six months. The faculty member is covered by the disability insurance in effect for the contract year. The faculty will be notified in writing of any changes that may occur during the contract year. A Summary Plan Description (SPD) provides coverage details. A copy of the SPD is available from Human Resources.

Health/Hospitalization/Major Medical

Lindenwood University currently has a group health plan available for full-time faculty. The University will make a monthly contribution toward the cost of insurance for participating faculty employees. The University contribution will be determined annually. Employees may also purchase a dental-coverage option. A Summary Plan Description (SPD) provides coverage details for health and dental insurance. A copy of the SPD is available from Human Resources.

NOTE: Eligibility for all Insurance benefits is limited to full-time faculty and staff only.

The items and conditions of these insurance benefits are governed by the policy itself. For a complete summary of benefits, see the employee benefits supervisor or payroll department.

3. Retirement Plan

Lindenwood University participates in the TIAA/CREF retirement program and invites its full-time employees to join. Eligibility for the plan: (1) 21 years of age and (2) employed at Lindenwood University for two years. (An exception can be made for those employees who have previously participated in any educational institution's retirement plan.)

The University will match the employee's contribution to the retirement plan up to 5% of the employee's gross income.

3. Paid Sick Leave

Full-time employees are entitled to six working days of paid sick leave per year plus one additional day per year for each year's service up to six additional days, or a maximum of twelve working days per year after six years of service. One can accumulate a maximum of 24 sick days, including days allocated for the present year. When an employee's sick-day reserve is exhausted, any additional days missed shall result in pro rata reductions in the employee's paycheck(s) until the sick pay overage is fully amortized.

A maximum of five days of sick leave may be used for a death in one's immediate family. Up to five days of an employee's accrued sick leave may be used to care for an ill minor child in one's immediate family, each year. During sickness of a colleague, employees are expected to assume the colleague's duties with no additional compensation. A faculty member using sick leave must notify his or her school dean of each separate instance at the earliest possible time, so that arrangements can be made to cover missed classes.

Sickness necessitating absence of fewer than three working days may be certified by the employee except when such occurs immediately before or after a holiday or personal vacation. Other absences must be verified by a physician.

Sick leave is not reimbursable at the termination of employment at Lindenwood University.

Vacations

Vacation leave is specified in individual faculty employment contracts and is normally limited to faculty possessing twelve-month contracts.

Requests for the specific days to be taken as vacation must be approved by the appropriate school dean and the Dean of Faculty and reported to the University Personnel Office. Vacation requests must be submitted in writing at least two weeks prior to the requested vacation date.

Vacation time shall not be accumulated or carried over from year to year without approval of the President. No employee shall accumulate more than 40 vacation days. Accrued vacation days donated to the University shall not be replaced by other unused vacation days. Consequently, one's accrual limit shall be permanently reduced by the number of days donated.

An employee who quits or is terminated is entitled to pro rata financial compensation for net accrued vacation days.

Holidays

The University observes eight holidays annually. However, offices may be open on some holidays. Employees who work these days will receive other days off. Holidays to be observed include New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, the Friday after Thanksgiving, Christmas Eve Day, and Christmas Day. When the holiday occurs on a weekend, the previous or following weekday is granted as the holiday.

Other

The following benefits are provided all employees:

Workman's Compensation. An employee may not collect both workman's compensation and regular salary concurrently.

Unemployment Insurance

Social Security and Medicare (FICA)

Please note that benefits apply to full-time employees only. There are no benefits for part-time employees other than those mandated by law or explicitly stipulated in one's employment contract letter.

COURTESIES

Family Medical Leave

Lindenwood will grant a leave of absence to regular full-time and regular part-time employees (for those who qualify) for the care of a child after birth or adoption or placement with the employee for foster care, the care of a covered family member (spouse, child, or parent) with a serious health condition, or in the event of an employee's own serious health condition. Leaves will be granted for a period of up to 12 weeks in any 12-month period. Qualifying employees will utilize their personal and vacation days at the onset of this period. They will also receive coverage under the University medical plan during this period. Employees should consult with the Human Resources Department for more details.

Military Leave

In compliance with the Uniformed Service Employment and Reemployment Rights Act of 1994 (USERRA) and any state laws, Lindenwood University will grant a military leave of absence in appropriate circumstances. Please advise Human Resources of induction into the military reserve or National Guard training or active duty requirements as early as possible.

An employee who voluntarily or involuntarily enters active duty in the United States armed forces will be reinstated to a similar position upon honorable release from military service in accordance with USERRA.

Employees must provide their supervisors with advance written notice of military service. Personal days and vacation days may be utilized for military leave as long as the employee has time available and/or accrued. Additional unpaid leave will be granted as necessary. Employees who follow the procedures outlined in the policy will accumulate

seniority for the period of service in the armed forces and retain previously accumulated benefits subject to rules and regulations that might be imposed in plans underwritten by insurance companies. During any period of paid leave, the University will continue normal contributions toward the cost of benefits. When military service is unpaid, the employee will pay the cost of benefits.

An employee who is performing military service may elect to make employee contributions or elective deferrals to the University's retirement plan to the extent allowed by law.

3) Leave of Absence

In special circumstances, an employee may be granted a leave of absence for a specified time agreed upon by the appropriate school dean and approved by the President. With the exceptions of accrued sick leave or vacation, no salary is granted with a leave of absence. Insurance and hospital benefits are the employee's responsibility during leave of absence.

4) Professional Leave

Professional leave is defined as an approved absence from corporate and individual responsibilities to participate in professional development activities. Approval for professional leave must be from in writing at least four weeks in advance by the appropriate school dean, the Dean of Faculty, and the President.

JURY DUTY

If a full-time employee is called to jury duty, the employee will continue to receive his or her regular salary. All monies received from the court during this period must be turned over to the University.

FACULTY OFFICES

The University will provide suitably equipped office space for each full-time member of the faculty. However, because of space limitations, some faculty may need to share office space.

PERSONNEL POLICY & PROCEDURES

As a condition of employment, employees must support and abide by the University's mission statement and the policies and procedures described in this handbook, the University catalogs, the Student Handbook, and any other published policy.

1) Drug-Free Workplace

Employees are expected and required to report to work on time and in appropriate mental and physical condition for work. All employees are required to comply with the provisions of the University's Drug Free Campus Policy. Employees must, as a condition of employment, abide by the terms of this policy and report any conviction under a criminal drug statute for violations occurring on or off Lindenwood University premises while conducting Lindenwood University business. A report of a conviction must be made within five (5) days after conviction. (This requirement is mandated by the Drug-Free Workplace Act of 1988.)

2) Equal Employment Opportunity Policy

Lindenwood University is committed to providing equal employment opportunity to all our employees. This policy applies to all personnel actions and procedures, including recruitment, hiring, training, promotions, terminations, compensation, benefits and all other terms, conditions or privileges of employment. This policy is to be administered without regard to race, color, religion, national origin, age, sex (including pregnancy), disability, marital status, veteran's status, sexual orientation, genetic information and any other characteristic protected by federal, state or local laws. If you feel there has been a violation of this policy, you should immediately contact Human Resources. Every employee and every faculty member is responsible for assisting the University in the implementation of this policy, and every employee is expected to adhere to this policy not only in practice, but also in spirit.

Disability Accommodation Policy

As stated in our Equal Employment Opportunity Policy, Lindenwood University provides employment opportunities without regard to disability. Lindenwood University will not discriminate against a qualified disabled individual in regard to application, hiring, advancement, discharge, compensation, training, or any other terms, conditions, or privileges of employment. We will make a reasonable accommodation for any known physical or mental limitation of an otherwise qualified individual, unless doing so imposes an undue hardship on the University. Any request for an accommodation should be made to Human Resources.

EMAIL POLICY

The purpose of email services at Lindenwood is to improve the efficiency and effectiveness with which the University conducts business, increases the ease and frequency of internal and external communications, and realizes institution-wide savings in the cost of communications at the University. The email system is to be used principally for conducting Lindenwood business. Excessive personal use—defined as exceeding 20 minutes per work day engaged in personal email communications—is not permitted. Any personal email transactions should take place only during regular work breaks, unless they are of a time-critical nature, e.g., related to a family emergency or an urgent financial or medical matter. Under no circumstances is any employee authorized to broadcast personal or political messages to either ad hoc or preconfigured distribution groups, whether internal or external to the University.

Lindenwood employees are prohibited from sending or knowingly downloading emails that violate local, state, or federal laws or ordinances. All electronic transmittals sent over Lindenwood's system must conform to norms of common courtesy and decency. These transmittals must not contain off-color language or humor, obscene, profane, or tasteless images, or angry or disrespectful expressions. Nor should they express personal or unfounded criticisms of the University or any members of the Lindenwood community. Use of the system to carry out threats or harassment will result in disciplinary action that may include termination of employment at the University.

Neither graphic images nor software attachments should be downloaded, opened, or transmitted via email unless automatic virus-checking is turned on and functioning at the time of such operations. No one should open attachments that have questionable or unknown status, as doing so can cause expensive, time-consuming damage and malfunction across the University's entire computer network.

All e-mails generated through or received by Lindenwood’s email system are property of the University and subject to examination by University officials for cause. However, statutes governing intellectual property rights will supersede the University’s prerogatives in the case of copyrighted materials. Although Lindenwood does not routinely monitor all emails, it does reserve the right to inspect any messages on its server at any time.

Failure to abide by these policies may result in rescission of an individual’s email privileges. Repeated violations of these strictures may be cause for dismissal.

ANTI-DISCRIMINATION/ANTI-HARASSMENT POLICY (Adopted by Board of Directors - 11/19/93; modified on 11/03/06 and 2/11/11)

Lindenwood University is an Equal Opportunity Employer. The University complies with Title VII of the Civil Rights Act of 1964 and other legislation, as amended, including the Equal pay Act of 1963, the Age Discrimination in Employment Act of 1967, the Americans With Disabilities Act of 1990, and other legislation that prohibits discrimination in employment and access to educational programs because of race, color, national origin, sex, age, or physical handicap. Lindenwood University is committed to a policy of non-discrimination and dedicated to providing a positive discrimination-free educational work environment. Illegal discrimination, including sexual harassment, is prohibited. Harassment on the basis of sex is a violation of Section 703 of Title VII. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. Retaliation against or intimidation of a person who has filed a complaint of sexual harassment is also prohibited. Sexual harassment in which a faculty member makes sexual advances, requests sexual favors, or engages in any other verbal or physical conduct of a sexual nature toward a Lindenwood University student, even if that student is not directly under the faculty person's tutelage, will not be tolerated.

It is Lindenwood University policy that harassment of any kind or type, including but not limited to sexual harassment, shall not be tolerated and that disciplinary action up to and including termination will be imposed on employees engaging in such actions.

Any matter involving harassment shall be brought to the immediate attention of the school dean or one of the University officers listed below:

Dr. Richard Boyle
VP for Human Resources

Ms. Julie Mueller
VP for Operations and Finance

Dr. Jann Weitzel
VP for Academics

Dr. John Oldani
VP for Student Development

Dr. Angela Wingo
Dean of Students
Lindenwood University –Belleville

Dr. Keith Russell
Interim Dean of Academics
Lindenwood University-Belleville

B - Whistleblower Policy

Policy Standards and Applications

General

Lindenwood University ("LU") requires directors, officers and employees to comply with its Code of Ethics and observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of LU, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all directors, officers and employees to comply with the Code and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No director, officer or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within LU prior to seeking resolution outside LU.

Reporting Violations

The Code addresses LU's open door policy and suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with someone in the Human Resources Department or anyone in management whom you are comfortable in approaching. Supervisors and managers are required to report suspected violations of the Code to LU's Compliance Officer, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or you are uncomfortable with following LU's open door policy, individuals should contact LU's Compliance Officer directly.

Compliance Officer

The LU Compliance Officer is responsible for investigating and resolving all reported complaints and allegations concerning violations of the Code and, at his or her discretion, shall advise the President, the Chairman of the Board of Directors and/or the finance and audit committee. The Compliance Officer has direct access to the finance and audit committee of the Board of Directors and is required to report to the finance and audit committee at least annually on compliance activity. The LU Compliance Officer shall be appointed by the Chairman of the Board of Directors.

Accounting and Auditing Matters

The finance and audit committee of the LU Board of Directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Compliance Officer shall immediately notify the finance and audit committee of any such complaint and work with the committee until the matter is resolved.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five (5) business days. All reports will be promptly investigated and, if warranted, appropriate corrective action will be taken.

Compliance Officer – Vice President for Human Resources

Adopted by the Board of Directors: November 3, 2006

C - Change Of Compensation

Salary Computation for Part-Time Teaching

$$Y = S - 2/3 \cdot S \cdot \left(\frac{X}{\text{Load}} \right) + \text{Raise}$$

Where Y = New Pay

S = Present Salary

X = Teaching Load Reduction in Semester Hours

Load = Present Teaching Load in Semester Hours

- Assumption: Teaching-related activities account for 2/3 of professor's time.

Salary Re-Calculation for Change of Contract Length

9 months to 10 months: $Y = S_9 \cdot (1.06)$

10 months to 9 months: $Y = S_{10} \cdot (.9434)$

9 months to 12 months: $Y = S_9 \cdot (1.15)$

12 months to 9 months: $Y = S_{12} \cdot (.8696)$

10 months to 12 months: $Y = S_{10} \cdot (1.09)$

12 months to 10 months: $Y = S_{12} \cdot (.9174)$

Where Y = New Pay

S_9 = 9-month salary S_{10} = 10-month salary S_{12} = 12-month salary

D - IDP Time Table

Faculty members should follow this timeline for submission of their Individual Development Plans:

By November 6: Each faculty member submits a summary of professional service and accomplishments to his or her school dean or BV-division chair.

- a. For returning faculty members, the summary should cover the period since the last contract.
- b. For first-year faculty members, the summary should cover the period since the faculty member started working for Lindenwood.

By November 9: Each faculty member submits first draft of Individual Development Plan to his or her school dean or BV-division chair.

Nov 9 to Dec 11: Each school dean or BV-division chair holds an annual performance-evaluation conference with each faculty member in that school or division and makes suggestions on revising the IDP.

Dec 14-18: School deans or BV-division chairs have conferences with VP-HR/Dean of Faculty to determine salary recommendations.

No later than Jan 8: Faculty members submit an electronic copy of their IDPs to their respective school deans or BV-division chairs.

Jan 19 to Mar 26: Faculty contracts are determined and offered. Any faculty member may make a request for an alternative contract or reduced contract.

Performance Dimensions to be Included in the IDP:

Contributions to Division Goals: Degree of active involvement and leadership in school or division initiatives, management, and service.

Effectiveness as a Professor: Degree of positive impact on student; ingenuity, preparedness, and creativity in approach; and effort to improve delivery of material

Knowledge of One's Field: Degree of effectiveness in developing, improving, and sharing information from his/her field

Research, Publications, or Creative Output: Degree of contribution to the development of new knowledge or knowledge organization in his/her field, especially in ways that will benefit classroom teaching and bring honor to the University

Advising: Degree of effectiveness in mentoring students, providing career guidance, and monitoring the academic progress and direction of advisees. Degree of effectiveness in developing and carrying out initiatives that increase the percent of one's students and advisees who stay continuously enrolled from one term to the next until they complete their Lindenwood degrees.

Service to the University: Degree of co-curricular involvement, volunteerism, and successful recruiting

Professional Society Participation: Frequency and quality of development and dissemination of new knowledge

Professional Relationships with Colleagues: Degree of demonstrated willingness to be a team player, coordinate his/her work behavior with other professors, and interact in a positive and professional way with his/her colleagues

Evidence of Growth and Development: Degree of effectiveness in improving his/her credentials relative to normal duties in the Lindenwood University system

Community Service: Extent of volunteer service to persons and not-for-profit institutions in the community

Administrative Performance: Degree of effectiveness in the conduct of leadership and management functions

E - Employee Awards

Recognizing Outstanding Employees

Employee of the Month

This award recognizes full- or part-time faculty and/or staff members who perform their duties at a high level and exhibit a positive and supportive attitude toward colleagues, students and visitors. Nominees must have been employed by the Lindenwood system for more than a year. Employees at extension centers will participate in the award program in St. Charles.

Those interested in nominating someone for this award should write a 75-100 word summary explaining why a particular employee should be considered. Qualities and achievements worthy of mention might include exceptional performance, creative contributions, outstanding dedication and/or consistent support and a positive attitude. Nominations should be submitted to the President's office prior to the first day of the month (or by 9 a.m. Monday if the first falls on a weekend) and should have the enthusiastic support of the employee's direct supervisor.

- **St. Charles Campus and Extension Centers**

The Employee of the Month is chosen from nominees by the President and the VP-Operations and Finance/COO. Monthly award winners receive a framed certificate and their names are engraved on the Lindenwood Employee of the Month plaque in Roemer Hall. Monthly award winners are automatically nominated for Employee of the Year.

- **Belleville Campus**

The procedure is the same as St. Charles' for award submissions, except that they are submitted to Belleville's Chief Administrative Officer. The Employee of the Month is selected by the CAO and the Dean of Academics. The CAO may select a third member of the LU-Belleville staff or faculty to also participate in the selection process.

Employee of the Year

- **St. Charles Campus and Extension Centers**

Employee of the Year will be awarded annually at the Lindenwood University Christmas Party. (December's monthly winner will be considered for the following year's annual award). The Employee of the Year winner will receive a personal recognition plaque. He/she will also be commemorated with a photo display and an engraved name on the plaque in Roemer Hall. The winner will be selected by President, the VP-OF/COO, as well as the President's Council.

- **Belleville Campus**

The Employee of the Year will be awarded annually at the Lindenwood University-Belleville Honors Convocation in the spring. The Employee of the Year winner will receive a personal recognition plaque. The recipient will also be commemorated with a photo display and a name-engraved plaque in the Administration Building. The winner will be selected by the Vice President and Chief Administrative Officer, the Dean of Academics, and a third party to be named by the CAO.

F - Excused Absences Policy

Policy on Excused Absences for Students Engaged in LU Authorized Events

Basic Policy: Lindenwood University allows students (including student-athletes) engaged in official sports contests, arts events, approved field trips, approved conference attendance, etc., to be excused from class for university-sponsored events in which those students are officially representing the University. Students are required to communicate with their professors and make arrangements for missed work in advance of their university authorized absences. When make-up work is pertinent, students who have provided advance notice should be provided the opportunity to complete that work or an educationally equivalent and substitutable activity at a time and place mutually agreed upon by the student and the affected faculty member.

Premises of the Policy

1. Lindenwood exists principally for the education and development of the student.
2. Intercollegiate athletics, field trips, special performances and recitals, faculty supervised travel to conferences, and other such co-curricular and extended experiences are necessary and beneficial components of modern university campus cultures, and they support the education and development of the student.
3. Students miss academic and student-work activities to participate in scheduled, organized intercollegiate athletics and other co-curricular pursuits because they have been asked to do so by the University and are serving the University via that participation.
4. Students must not be punished for authorized and proper participation in Lindenwood-sanctioned events for which they would normally be excused under prevailing University policy. They must not be placed at an academic or other disadvantage because they are fulfilling their commitment to represent the University in scheduled, organized co-curricular events.
5. Lindenwood University and its faculty have an obligation to afford reasonable effort and accommodations to any students who must miss class to represent the University in any scheduled, organized activities. If circumstances prohibit reasonable accommodations, the decision between academic responsibility and the conflicting activity resides with the student. If a student feels an appeal is in order, the Provost will receive input from both the student and the faculty member and then render a decision.

Responsibilities

All members of the Lindenwood community have responsibilities to ensure that the Students' Excused Absence Policy functions properly and efficiently for students, staff and faculty. Below are the responsibilities of each party affected by or involved with the student-athlete Excused Absence Policy:

- (1) **Athletics Department:** The Lindenwood Athletics Department should provide at least 48 hours written notice of necessary, upcoming student-athlete absences for a sporting event or related, excused sport activity. The notice should contain a listing of each student who will be absent from class or other University related event because the student is representing the University in an athletics event or function. If a situation arises where 48 hour notice is not possible, the Athletics Department should notify the faculty of changes or additions to the student-athlete excused absence list as soon as possible.
- (2) **Academic Departments:** A faculty member or academic department sponsoring a special co-curricular event or outing should first complete a field trip form and submit it to the office of the Provost for approval. This form should include a list of the students attending the outing and a sponsor signature stipulating that all students who will be traveling have signed a travel waiver. Once the outing is approved, the sponsor must provide at least 48 hours written notice to the University community by sending a listing of each student who will be absent from class or other University related event because the student is representing the University at an event or function. This listing is to be sent to the Director of Executive Communication for distribution. If a situation arises where 48 hours notice is not possible, the professor or department should notify the faculty of changes or additions to the excused-student list as soon as possible.

- (3) **Professors:** Each affected professor should make reasonable accommodations for excused students who are missing class or other academic activities because of their participation in an event or other function related to their participation in a scheduled, organized co-curricular event. Professors should communicate, in advance, a written stipulation of expectations and procedures for students who must miss class for authorized purposes. Each professor's expectations and procedures should meet the parameters outlined in this Excused Absence Policy. _
- (4) **Students:** Students who must miss class for a Lindenwood event must provide personal advance notice to all of their affected professors regarding their specific, upcoming absence. If possible, this notice should be given to professors at least 72 hours in advance of the affected class meetings. If 72 hours' notice is not possible, then the student should notify his/her professor as soon as possible. This personal notice should be given in addition to the general notice provided by the Lindenwood Athletics Department or a professor or academic department via the Director of Executive Communication. In each case, the student is also expected to rigorously prepare for and promptly appear to engage in any substitute or "make-up" assignment or activity.

Best Practices

- (1) The Lindenwood Athletics Department will make available on the j-drive under the folder: Student-Athlete Excuse Notification Report its general student absence notice at least 48 hours in advance.
- (2) A sponsoring faculty member or his/her academic department will provide a general student absence notice via the Director of Executive Communication to professors at least 48 hours in advance.
- (3) Professors will provide a written stipulation of expectations and procedures for students who must miss class for authorized University purposes. This policy will be written in each professor's syllabus and reviewed with the students during the first week of class.
- (4) Students should individually communicate an upcoming absence to the affected professors either in person (during office hours or before/after class) or via email using their lion-mail accounts. If possible, the students should make the professors aware of the absence at least 72 hours in advance.
- (5) At the time that a student personally communicates his/her absence to a professor, the professor will communicate the steps that the student should take to make-up any missed class work or assignments, when "make-up" work is pertinent.

Approved by Faculty Council 01/19/2012
Approved by President 01/23/2012
Approved by Deans Council 01/24/2012
Distributed to Faculty 01/25/2012

G - Academic Initiatives

Lindenwood University Statement of Policies and Procedures for Academic Initiatives

Proposals for new courses, programs, and degrees – as well as proposals for changes in those components – may be initiated at any level of our academic structure, from first year assistant professors through the President’s Office. Proposals may also originate from outside of the University; in that case, the Provost will determine the appropriate school, combination of schools, or BV-division for review.

1. **Proposals may be developed by individuals, faculty groups, committees, task forces, programs, schools, or BV-divisions.**
 - a. Proposals must be in written form and as accurate and complete as possible.
 - b. Proposals must include the following elements:
 - Proposal title
 - Name(s) or sponsoring person(s), group(s), committee(s), school(s), or BV-division(s)
 - Name of contact person and/or dean or BV-division chair
 - Brief definition or description of the initiative
 - Rationale in support of the initiative
 - Academic and other benefits to the students and the University
 - New courses that would have to be added, including, for each, a proposed course number, semester hour credits that the course would carry, and description
 - Likely costs to the University in time, purchases, additional personnel, and facilities
 - Timeline for developing the initiative
 - c. Individuals, committees, and departments initiating a proposal should ask the appropriate department chair(s), school dean(s), or BV-division chair(s) to review and approve the proposal, in principle, prior to submitting it to the Academic Standards Committee and/or the Deans’ Council.

Normally, the school dean or the sponsoring program manager will bring the proposal to the earliest scheduled school meeting for review, comment, and recommendations by the whole school. The potential impact of the initiative on other parts of the school or curriculum should be examined. The school dean or sponsoring parties will then revise the proposal based on the school’s recommendations.

2. **The school dean will take the proposal to the Deans’ Council in the form of a motion to approve the initiative. The deans will discuss, suggest modifications to, and vote on the proposal.**
 - a. The Deans’ Council may request either additional information or a revision of the proposal from the sponsoring parties.
 - b. If the proposed initiative would affect, or falls within the scope of, our general education program, the Deans’ Council will send the item to the General Education Committee for their consultation and recommendation before acting on the motion.
 - c. If the proposed initiative bears on the University’s educational policies, the Deans’ Council will table the item until the Educational Policies Committee reviews and makes a recommendation on the proposal.

3. If the vote of the Deans' Council is affirmative,

- a. The proposal will then be reviewed by the Academic Standards Committee. The Academic Standards Committee may request either additional information or a revision of the proposal from the sponsoring parties or it may deny the proposal. If the proposal is denied by the Academic Standards Committee, the Deans' Council and the Academic Standards Committee will form a joint task force to investigate the issue and reach a mutual consensus.
- b. If the proposal is approved by the Academic Standards Committee, the proposal will be taken to the Faculty Council for ratification.
- c. If approved by the Faculty Council, the provost will then take the recommendation to the President. If denied by the faculty, the proposal will go back to the sponsoring party for revision.
- d. Acting by authority of the Board of Directors, the President will accept, deny, or table the deans' recommendations for approval of proposed academic initiatives.
- e. The President may request that the Deans' Council consider a modification of the proposal, in consultation with the sponsoring parties or the appropriate committee, before he makes a final decision.
- f. The Deans' Council may refer the remitted item to the appropriate school or committee before resubmitting it to the President.

4. The President may request additional information before acting on the recommendation.

- a. The provost appraises the President of any proposals that were reviewed but not approved by the deans, and the President may request further information on those items as well.
- b. The Provost will inform the Deans' Council and other offices of the President's actions, and the school deans will inform their faculty members.

H - Faculty Committee Handbook

Lindenwood University Faculty Committee Handbook

Academic Year 2012-2013

Lindenwood University's Faculty Committees strongly influence the University's vision, strategies, and policies. These decisions, in turn, affect all levels of governance, function, and outcomes affecting not only the faculty, but students, academics, and campus culture as well.

This handbook details each of the seven committees' purpose, function, processes, and agendas. Also listed are the names and contact information for committee members.

By working individually and together, as well as with administrators and students, these committees address the core academic and policy issues of Lindenwood University.

In 2011, a second campus, Lindenwood University-Belleville, was approved by the Illinois Department of Higher Education. Both campuses currently have or will have a complementary faculty committee structure. However, the number of academic programs, full-time faculty members, and the make-up of the campus community dictates which committees will be created in Belleville as the campus grows.

Faculty Council

Faculty Council members can serve two consecutive two-year terms for a total of four years, after which they must take a year off before serving again.

Faculty Council (two-year term; two reps per school)

Communications	*Lively (13)	A. Smith (14)
Human Services	Bobo (13)	Lorentz (14)
Education	Vazis (13)	Thouvenot (14)
LCIE	Mead (13)	Horstmeier (14)
Sciences	Johnston (13)	Cawly (14)
Business & Entrepreneurship	Ezvan (13)	Brickler-Ulrich (14)
Humanities	Green (13)	K. Smith (14)
Arts	Strzelec (14)	Grooms (13)
American Studies	Lovell (13)	
VP for HR	Boyle	
VP for AA	Weitzel	

Governance Purpose and Function

The President has administrative authority over the University, such authority sustained and qualified by collegial support as represented in the faculty's position of shared responsibility. This responsibility is represented in the Faculty Council.

The principal responsibilities of the Lindenwood Faculty Council are to (1) evaluate make recommendations on faculty personnel matters (including faculty positions, candidates, promotions, hirings, initial ranks, professional responsibilities, and recognitions), (2) evaluate faculty personnel policies and procedures and recommend periodic revisions and improvements in those areas, (3) define and promote scholarly activities, (4) review and recommend policies and/or actions appropriate to address issues of concern submitted by faculty members, faculty committees, or the administration, and (5) participate in the review and planning of University-wide initiatives. The Faculty Council is the faculty personnel committee, vested by the faculty members to represent them in discussions with the administration regarding the formulation of human resources policy and practices. In addition, Faculty Council serves as the representative of the faculty in regard to review, evaluation, and adoption of academic policies and procedures, including general education structure and advancement. The Faculty Council plans, calls, and runs all general faculty meetings and regularly scheduled general faculty workshops. The President, Provost, and Dean of Faculty have faculty rank and participate in faculty meetings *ex officio* without vote.

Membership and Term of Service

Two full-time faculty members from each academic school are elected by a majority vote of the full-time faculty members in each school to serve in staggered two-year terms. "Full-time faculty member" is defined as an employee with a regular faculty contract who teaches at least 18 hours per fiscal year or an employee who has a full-time contract to work in the doctoral program.

Officers

The membership of Faculty Council elects the chairperson and vice-chairperson, with the latter leading the meetings when the chairperson cannot attend. The Council chairperson appoints a reporter from Council membership to take minutes at each meeting and distribute those minutes to the committee members, the VP- HR and Dean of Faculty (hereinafter referred to as "Dean of Faculty"), and the Provost and VP-AA (hereinafter referred

to as “Provost”).

Frequency of Meetings

The Faculty Council normally holds either regular or subcommittee meetings weekly during the academic year – except in December – and many times during the summer months, and more often if necessary to conduct all business in a timely fashion. All business is conducted in accordance with Robert's Rules of Order. The Chairperson issues all meeting notices to Council membership, the Provost, and the Dean of Faculty. Both of the latter two administrators sit on the Council *ex officio* without vote. Both Dean of Faculty and the Council Chairperson have the authority to call special meetings at any time, but official business cannot be conducted unless there is a quorum of more than 50% of the voting membership.

Agenda-Item Categories

1. Formulation and revision of faculty committee structures and review of committee functions and operations in collaboration with the whole faculty, the Dean of Faculty, the Provost, and the Deans' Council
2. Planning, scheduling, and conducting of regularly scheduled faculty meetings and workshops
3. Development of recommendations on policies and/or actions as appropriate to address issues of concern submitted by faculty members, the Deans' Council, or other faculty committees
4. Collaboration with other standing faculty committees and task forces
5. Development of recommendations on faculty positions and candidates, in collaboration with the academic schools and the Dean of Faculty
6. Research, development, and implementation ideas and/or issues of concern presented by faculty members
7. Interviewing faculty candidates and make a recommendation on each to the President
8. Recommendations of initial faculty rank and evaluation and recommendations of nominations for promotions in faculty rank, based on submissions from the faculty and the Deans' Council
9. Selection of all regular faculty teaching and scholarship award recipients
10. Collaboration with other committees on matters that pertain to faculty personnel policy, procedure, and workload
11. Review and provide recommendations of revisions in the Faculty Handbook (a legal contractual document) and the Faculty Guidebook (an operational manual for academic employees)
12. Review and provide recommendations regarding faculty benefits
13. Review and provide recommendations of changes in criteria and procedures for evaluating faculty performance
14. Commissioning of special faculty task forces to study matters related to faculty duties and performance, including the structure and calendar of the academic terms and the calendar of faculty meetings and workshops
15. In collaboration with the Provost, serving as the liaison between the general faculty and the administration in the planning of academic, faculty, and campus-wide initiatives within Lindenwood's annual strategic planning process

Processes

Receipt of issues, questions, or proposals

Issues, questions, proposals, and tasks may be conveyed to the Faculty Council by the faculty as a whole, a colleague, a department, a school, the Deans' Council, the chief academic officer, the chief personnel officer, the President or another committee or task force. The Faculty Council normally will also originate some of its own tasks and initiatives in the course of setting its agendas and considering requests from other sources.

1. Requests for new faculty positions normally originate with the academic departments and associated academic deans but may be submitted as a result of the Faculty Council's review of faculty workload and

teaching and advising needs in different disciplines and schools after consultation with the appropriate dean(s).

2. Candidates for approved faculty positions are recommended by the faculty members of the affected disciplines, based on their reviews of applicants' credentials and preliminary interviews that the departmental faculty conducts with position aspirants.
3. Recommendations for initial faculty ranks and promotion in rank normally originate in the academic schools (but may be broached by any faculty member or the Faculty Council) and are submitted to the Dean of Faculty.
4. Proposals and suggestions for revisions of faculty personnel policy or procedure may originate in academic departments or schools, general faculty meetings, the Deans' Council, the executive-administration offices, or the Faculty Council itself.
5. Annually, the Dean of Faculty requests that the Faculty Council review and propose changes to the Faculty Guidebook (an operational manual for academic employees) and the Faculty Handbook (a legal document).
6. Any faculty performance problem that is not resolved through normal prior efforts of the responsible dean and the Dean of Faculty, or is of an extraordinarily severe nature, especially if termination of a faculty member is a likely outcome, the Dean of Faculty may refer the matter to the Faculty Council.

Development of responses, solutions, or recommendations

1. The department, school, or Faculty Council (as outlined above) will recommend faculty positions to the Dean of Faculty and then are vetted by the (academic) Deans' Council and Faculty Council, either of which may offer further suggestions and recommendations as to desirable candidate qualifications and staffing priorities. The Dean of Faculty then reviews the personnel recommendations with the President and Provost in the context of the University's mission, the strategic plan, program growth, and budget considerations. The President approves the recommendations, and the Dean of Faculty implements the job announcement and associated advertising.
2. The President authorizes formal interviews after reviewing the credentials of faculty applicants. All positions are advertised through HERC/Higher Education Recruitment Consortium and the Chronicle of Higher Education. Specific job postings may be sent to professional organizations and publications. The Dean of Faculty schedules a sequence of face-to-face interviews of the authorized candidates, starting with any additional sessions requested by the department's professors and the supervising dean and proceeding through interviews with the Faculty Council and the Deans' Council. If the various Lindenwood constituents – including the pertinent academic department, the Deans' Council and the Faculty Council – endorse a candidate as the leading prospect, the Dean of Faculty brings that candidate to the President with the recommendation of a job offer. Hiring authority rests with the President, acting as the agent of the Board of Directors.
3. Initial faculty ranks of newly hired professors are recommended to the Faculty Council by the appropriate academic dean. Faculty Council then develops its own recommendation on the starting rank to the Deans' Council. If in agreement, the Deans' Council forwards the recommendation to the President, who presents the proposed rank to the Board of Directors for ratification. If the Deans' Council does not concur with the Faculty Council, the Dean of Faculty calls a joint session of the Faculty Council and Deans' Council to resolve the discrepancy and arrive at a consensus. The President then reviews and makes a decision on the recommendation on rank, and the Board of Directors ratifies (but has the right to reverse) the President's decision.
4. In the case of faculty promotion in rank, the nominee and his or her dean prepare a file listing documented accomplishments, teacher evaluations, and three or more letters of endorsement from faculty colleagues. The file is reviewed by Faculty Council, which makes a recommendation on the candidate to the Deans' Council. If the Deans' Council concurs with the Faculty Council, the Dean of Faculty presents the recommendation to the President for approval. If the Deans' Council does not concur with the Faculty Council, the Dean of Faculty calls a joint session of the Faculty Council and Deans' Council to resolve the discrepancy and arrive at a consensus. The President then reviews and makes a decision on the recommendation on rank, and the Board of Directors

ratifies (but has the right to reverse) the President's decision. Finally, the President notifies the candidates of the board's action.

5. The Faculty Council may review faculty personnel policies and procedures at any time. The Dean of Faculty presents the recommendations to the Deans' Council, which makes a recommendation to the President for acceptance or declination. Any recommended changes that would affect the policies and procedures in the Faculty Handbook must be approved by the Board of Directors.

6. Each fall, the Dean of Faculty asks the Faculty Council to formally review the Faculty Handbook and the Faculty Guidebook. Any resultant recommendations concerning the Faculty Guidebook must be approved by the Deans' Council and the President. Recommendations affecting the Faculty Handbook must be approved by the Board of Directors as well as the administration.

7. Any faculty discipline or performance problem is first addressed by the department chair and/or the dean of the appropriate academic school. Protracted or intractable faculty discipline or problems are advanced to the Dean of Faculty, who works with the faculty member and the responsible academic dean to resolve the problem. If the problem remains unresolved or is of an extraordinarily severe nature, especially if termination of a faculty member is a likely outcome, the Dean of Faculty may consult with the Faculty Council for advisement.

8. The Dean of Faculty may present a recommendation for termination to the President for review and decision. Any faculty member terminated for cause – but not for financial exigency or elimination of a faculty position – may appeal to and receive a hearing before the Board of Directors, in accordance with procedures described in the Lindenwood University *Faculty Handbook*.

9. The Faculty Council receives proposals for new academic programs, policies, and procedures from the standing committees of the faculty and submits recommendations on all such proposals to the Deans' Council for review, acceptance, declination, or further examination and refinement.

Submission of Committee's Report/Recommendation

At regularly scheduled faculty meetings, the Faculty Council may bring any non-confidential issues or recommendations to the general faculty for discussion and vote, at its discretion, and will report to the faculty on any agenda items undertaken by the Council but not brought before the whole faculty for consideration. By a simple majority vote, the faculty may place any non-confidential Faculty Council matter on the table for discussion and possible vote at a regularly scheduled meeting of the whole faculty. The general faculty must have a quorum of more than 50% of full-time faculty members in order to conduct an official vote. All decisions and recommendations of the Faculty Council are included in the minutes of Council meetings, copies of which are sent to the Dean of Faculty and the Provost. The results of all votes of the general faculty are recorded in the minutes of the faculty meetings, copies of which are sent to the Dean of Faculty and the Provost. All business at general faculty meetings is conducted in accordance with Robert's Rules of Order.

Approval/Revision Process

The Faculty Council submits directly to the Deans' Council its recommendations on faculty positions, initial faculty ranks, promotion in faculty rank, teaching and scholarship awards, changes in faculty personnel policies and procedures, and most new academic programs, policies, and procedures. It may also request a meeting with the President or the Deans' Council at any time to present recommendations on other matters. Both the Deans' Council and the President may return a proposal or recommendation to the Faculty Council for further consideration or revision. Any of the parties may request that a faculty task force be commissioned to resolve issues or questions before a remitted recommendation is reconsidered.

Relationship to Other Committees or Task Forces

Subject to approval by the general faculty, the administration, and the Board of Directors, the Faculty Council

reviews and, proposes the establishment new standing faculty committees or revision of the scope and/or duties of existing standing faculty committees. The Council also collaborates with other committees and task forces on matters that pertain to faculty personnel policy and procedure. Representing the Lindenwood faculty, the Council also evaluates proposals from standing committees affecting academic programs, policies, and procedures and makes recommendations on these matters to the Deans' Council.

Assessment Committees

Chair- Jeanie Thies

Members - TBD

Lindenwood has two distinct levels of Assessment Committees

- 1) School Assessment committees
- 2) University Assessment Committee

The University Assessment Committee will have oversight of the assessment process within each school, and coordinate submission of assessment program reports. School assessment committees will include representatives from each department within the School, and be convened by the University Assessment Committee representatives as needed.

University Assessment Committee

The University Assessment Committee is composed of

- one full-time faculty member from each school, who will chair the school assessment committee (selected by the dean),
- one student may be chosen by LSGA or department chair (optional)
- the Dean of Institutional Research,
- the Dean of Student Services.

The committee's composition is sent annually to the Vice President of Academic Affairs. The chair, vice chair, and recorder are members of the committee. The committee meets at least once semester, with additional meetings scheduled as needed. Minutes are sent to the Vice President for Academic Affairs. The duties include but are not limited to the following:

- Ensure that schools are in compliance with deadlines for submitting assessment plans, reports, and other relevant documents to the Dean of Institutional Research
- Provide guidance to schools on best practices in assessment
- Help ensure University assessment reflects best practices in assessment, and recommend modifications to the assessment and reporting process as necessary
- Review of assessment plans
- Giving guidance and/or advice in the creation of assessment plans and tools to school
- Review of assessment reports

School Assessment Committees

- Each school (1. Communications, 2. SBE, 3. LCIE, 4. Humanities, 5. Human Services, 6. Fine and Performing Arts, 7. Sciences, 8. Education, and 9. American Studies)
- One faculty member from each department/program/major (the dean of the school will ensure each program is represented)
- A student member may be selected by the LSGA or recommend by the dean (optional)

- The Dean of Institutional Research is an ex officio member of each school committee. The committee's composition is sent annually to the Office of Institutional Research. Each committee has its own chair and recorder. Minutes from meetings are submitted to the Office of Institutional Research. The committees meet at least once semester, with additional meetings scheduled as needed. The duties include but are not limited to the following:
 - *Review all new programs to ensure that there are clear Student Learning Outcomes, methods in place for assessing these, and clear timeframes for when assessment takes place.*
 - *Preparation and or review of program assessment reports.*
 - *Department representatives will ensure all reports are submitted to the Assessment Committee representatives from the respective schools.*
 - *Provide guidance to departments on best practices in assessment*

Council of Teacher Education (CTE)

Governance Purpose and Function

The principal responsibility of the Council of Teacher Education is to review the assessment benchmarks of teacher education candidates to ensure that candidates have the knowledge, skills, and disposition to work as professional educators in schools.

Membership and Term of Service

Content area representation includes one full-time faculty member who is elected/selected by the membership of each academic school to serve in staggered two-year terms.

School of Education representation includes all full-time faculty members who teach in the Department of Teacher Education Program. There is to be at least one full-time faculty representative from Department of Educational Leadership, Department of Counseling, Department of Health and Fitness Sciences, Local School District, and Student Educational Association at the graduate and undergraduate level. "Full-time faculty member" is defined as an employee with a regular faculty contract who teaches at least 18 hours per fiscal year. School of Education representation includes all Teacher Education full-time faculty.

A representative of the Assessment Committee will also sit on the CTE.

Officers

The membership of the CTE elects the chairperson and vice-chairperson, with the latter leading the meetings when the chairperson cannot attend. The CTE also appoints a reporter who keeps the minutes of each meeting and forwards those minutes to all committee members for their review prior to the next scheduled meeting. Minutes are also forwarded to the VP-AA

Frequency of Meetings

The CTE holds regular meetings at least once per semester during the academic year. However, when the agenda is particularly busy, two meetings per semester are common. The day of the month on which the meetings will be held is set at mid semester, based on the teaching schedules of the members. The chairperson of the CTE sends reminders to members prior to each meeting along with an agenda for that meeting. Official business cannot be conducted unless there is a quorum of more than 50% of the voting membership. All business is conducted in accordance with Robert's Rules of Order.

Agenda-Item Categories

1. Approve entrance of students into the Teacher Education Program
2. Approve teacher education candidates to student teach

3. Review, plan, and approve changes to the Teacher Education Program that affect other academic schools
4. Discuss issues regarding those who participate in the School of Education Program in order to maximize the learning experiences of candidates
5. Link with Lindenwood University School of Education Advisory Council to maximize learning experiences of candidate and P-20 students
6. Research Praxis in order to better align programs to candidates needs for optimal scoring potential
7. Coordinate with secondary subject areas to ensure certification courses are being offered as required by DESE
8. Communicate changes in teacher education requirements across all affected academic schools

Processes

Issues, questions, proposals, and tasks may be conveyed to the CTE by a department, a school, the Deans' Council, the VP-AA, the President, or another committee or task force. The CTE may also originate its own tasks and initiatives in the course of setting its agenda and considering requests from other sources. When issues are submitted to the CTE, those items are added to the agenda. At a subsequent CTE meeting, the issue is addressed by the membership and one of three steps will be taken:

1. discuss the issue and vote
2. discuss the issue and assign members to do background research and report back at the next meeting
3. discuss the issue and assign members to speak to their academic schools and bring a consensus of opinion to the next meeting.

All approved changes are incorporated into the Lindenwood University Teacher Education Program.

Educational Policies Committee (EPC)

Educational Policies Committee (two-year term; one rep per school)

Sciences	Menninga	Term Expires May 2013
Humanities	*Schnellmann	Term Expires May 2013
American Studies	Lovell	Term Expires May 2013
Communications	Carlos	Term Expires May 2014
Human Services	Patzius	Term Expires May 2014
Education	Weir	Term Expires May 2014
Arts	Herrell	Term Expires May 2014
LCIE	K. Davis	Term Expires May 2014
Business	Singer	Term Expires May 2014
Academic Services	Finnegan, B.	
Provost	Weitzel	

Governance Purpose and Function

The principal responsibility of the Educational Policy Committee is to review, formulate, and propose academic polices and educational goals of the University. The committee works to create consistent policy, increase academic integrity, standardize the curriculum, and assist in developing smooth administration of University policy and curriculum.

Membership and Term of Service

One full-time faculty member is elected by the faculty of each academic school to serve in staggered two-year terms. Committee-member elections take place no later than May 31 for the next academic year. "Full-time faculty member" is defined as an employee with a regular faculty contract who teaches at least 18 hours per fiscal year or an employee who has a full-time contract to work in the doctoral program. The VP-AA, the Dean of Academic Services, and the assessment officer also serve on the EPC without vote.

Officers

The membership of the EPC elects the chairperson and vice-chairperson, with the latter leading the meetings when the chairperson cannot attend. The EPC also appoints a reporter who keeps the minutes of each meeting and forwards those minutes to all committee members for their review prior to the next scheduled meeting.

Frequency of Meetings

The EPC holds regular meetings once per month during the academic year. However, when the agenda is particularly busy, additional meetings may be called. The day of the month on which the meetings will be held is set at the beginning of each semester, based on the teaching schedules of the members. The chairperson of the EPC sends reminders to members prior to each meeting along with an agenda for that meeting. Official business cannot be conducted unless there is a quorum of more than 50% of the voting membership. All business is conducted in accordance with Robert's Rules of Order.

Agenda-Item Categories

1. In collaboration with the Deans' Council, initiate or consider proposed changes in the educational program including the creation, merger, or abolition of departments and programs and to make recommendations to the faculty regarding such changes
2. Based on proposals of the faculty, create or abolish policy related to
 - a. graduation requirements
 - b. transfer regulations
 - c. academic requirements for granting academic credit
 - d. admissions requirements
 - e. grading system
 - f. withdrawals from classes/re-enrollments/stopping out
 - g. academic freedom policy

Processes

Issues, questions, proposals, and tasks may be conveyed to the EPC by the faculty as a whole, the Faculty Council, a colleague, a department, a school, the Deans' Council, the VP-AA, the President, or another committee or task force. The EPC may also originate its own tasks and initiatives in the course of setting its agenda and considering requests from other sources. When issues are submitted to the EPC, those items are added to the agenda. At a subsequent EPC meeting, the issue is addressed by the membership and one of three steps is taken:

1. discuss the issue and vote
2. discuss the issue and assign members to do background research and report back at the next meeting
3. discuss the issue and assign members to speak to their academic schools and bring a consensus of opinion to the next meeting.

Submission of Committee's Report/Recommendation

After a proposal has been approved by the EPC, that proposal is taken to the Faculty Council by the VP-AA. The Faculty Council may

1. vote in favor of the proposal
2. if the proposal would make fundamental changes in the University's educational policies, present it to the faculty for review and vote at the next regularly scheduled faculty meeting
3. send the proposal back to the EPC for revision
4. reject the proposal

The general faculty must have a quorum of more than 50% of full-time faculty members in order to conduct an official vote on a matter of educational policy. The EPC may request a joint meeting with the Faculty Council to seek consensus on a rejected proposal.

Approval/Revision Process

If the proposal is approved by the Faculty Council or the faculty, the VP-AA will present the proposal to the Dean's Council.

If the proposal is approved by the Deans' Council, the VP-AA will take the proposal to the President for his approval. At any time, a task force of EPC members may be appointed to do further research into the issue.

General Education (GE)

General Education Committee (two-year term; one rep per school, except for Humanities and Sciences, each of which have two)

Education	K. Johnson	Term Expires May 2013
Communication	*Scholle	Term Expires May 2013
LCIE	Lerman	Term Expires May 2013
Human Services	Overall	Term Expires May 2013
Business	Allen	Term Expires May 2013
Arts	Hutson	Term Expires May 2012
Sciences	Helton	Term Expires May 2012
	Scribner	Term Expires May 2013
Humanities	Carper	Term Expires May 2012
	Thomason	Term expires May 2013
AST	Tretter	Term expires May 2013
CAMS	Ulrich	
Provost	Weitzel	
Assessment	Thies	

Governance Purpose and Function

The principal responsibility of the General Education Committee is to maintain consistency of course requirements that lead to a well-rounded liberal arts education. The members of the GE committee will monitor the implementation and integrity of the general education program across the academic schools on the heritage campus as well as on all extended campuses and for both the traditional day program and the evening program.

Membership and Term of Service

One full-time faculty member is elected by the membership of each academic school to serve in staggered two-year terms. "Full-time faculty member" is defined as an employee with a regular faculty contract who teaches at least 18 hours per fiscal year or an employee who has a full-time contract to work in the doctoral program. The VP-AA/PROVOSTAA, a representative for the Academic Services office, and the assessment officer also serve on the General Education committee without vote.

Officers

The membership of the GE committee elects the chairperson and vice-chairperson, with the latter leading the meetings when the chairperson cannot attend. The GE committee also appoints a reporter who keeps the minutes of each meeting and forwards those minutes to all committee members for their review prior to the next scheduled meeting.

Frequency of Meetings

The GE committee holds regular meetings once per month during the academic year. However, when the agenda is particularly busy, additional meetings may be called. The day of the month on which the meetings will be held is

set at the beginning of each semester, based on the teaching schedules of the members. The chairperson of the GE committee sends reminders to members prior to each meeting along with an agenda for that meeting. Official business cannot be conducted unless there is a quorum of more than 50% of the voting membership. All business is conducted in accordance with Robert's Rules of Order.

Agenda-Item Categories

1. Annual review of the general education program on the heritage campus as well as on all extension campuses and for the traditional day program as well as for the adult education program.
2. Annual review of general education syllabi to ensure that all general education classes are in line with the GE philosophy and objectives
3. Formulation of recommendation for consideration by the Faculty Council and Deans' Council
4. Consider proposals submitted by any faculty or staff member that relates to the general education program of the University
5. Consider proposals submitted by any faculty or staff members that relates to the cross-cultural program of the University
6. Balance concerns of a traditional liberal arts education with changing needs of the students/society
7. Develop consistent reporting mechanisms between the integrated database (CAMs) and the academic schools

Processes

Issues, questions, proposals, and tasks may be conveyed to the GE committee by the faculty as a whole, a colleague, a department, a school, the deans' council, the VP-AA/PROVOSTAA, the President, or another committee or task force. The GE committee may also originate its own tasks and initiatives in the course of setting its agenda and considering requests from other sources. When issues are submitted to the GE committee, those items are added to the agenda. At a subsequent GE meeting, the issue is addressed by the membership and one of four options will be taken:

1. discuss the issue and vote
2. discuss the issue and assign members to do background research and report back at the next meeting
3. discuss the issue and invite the sponsor of the proposal to further explain the proposal at the next meeting
4. discuss the issue and assign members to speak to their academic schools and bring a consensus of opinion to the next meeting

Submission of Committee's Report/Recommendation

After a proposal has been approved by the GE committee, that proposal is taken to the Faculty Council by the VP-AA/Provost. The Faculty Council may

1. vote in favor of the proposal
2. if the proposal would make fundamental changes in the University's educational policies, present it to the faculty as a whole for review and vote at the next regularly scheduled faculty meeting
3. send the proposal back to the EPC for revision
4. reject the proposal

The general faculty must have a quorum of more than 50% of full-time faculty members in order to conduct an official vote on a matter of educational policy.

The GE Committee may request a joint meeting with the Faculty Council to seek consensus on a rejected proposal.

Approval/Revision Process

If the proposal is approved by the Faculty Council or the faculty, the AA will present the proposal to the Deans' Council for final review.

If the proposal is approved by the Deans' Council, the VP-AA/Provost will take the proposal to the President for his approval. At any time, a task force of GE members may be appointed to do further research into the issue.

Academic Standards and Process Committee (ASPC)

Committee Members

Sciences	Hopkins (13)
Business	Coker (13)
Education	Leavitt (14)
Fine and Performing Arts	Quiggins (13)
Communications	Billhymer (13)
Human Services	Turner (14)
Humanities	Balogh (13)
LCIE	Cooper (14)
Assessment	Thies
Admissions	Parisi
Academic Services	Hannar
Admin	Weitzel

Governance Purpose and Function

The principal responsibility of the Academic Standards Committee is to provide advice and counsel to the University's faculty and administration on matters related to adherence to the stated academic standards of the University. Further, the committee reviews and audits the procedures being used to ensure quality as well as the results of those procedures and renders recommendations and solutions to the VP-AA/Provost (hereinafter referred to as the VP-AA) for particular cases in which interpretation of academic policy is needed. The ASPC complements the Educational Policies Committee (EPC) by monitoring and ensuring implementation of the academic quality guidelines formulated by the EPC and suggesting changes in academic policy and practices to the EPC.

Membership and Term of Service

One full-time faculty member is elected by the membership of each academic school to serve in staggered two-year terms. "Full-time faculty member" is defined as an employee with a regular faculty contract who teaches at least 18 hours per fiscal year or an employee who has a full-time contract to work in the doctoral program. Members of the ASPC should have a minimum of three years of full-time faculty experience at a college or University. The VP-AA and the Dean of Institutional Research (IR) also serve *ex officio* on the ASC without vote. Either the Registrar or the Dean of Academic Services will attend each meeting without vote.

Officers

The membership of the ASPC elects the chairperson and vice-chairperson, with the latter leading the meetings when the chairperson cannot attend. The ASPC also appoints a reporter who keeps the minutes of each meeting and forwards those minutes to all committee members for their review prior to the next scheduled meeting.

Frequency of Meetings

The ASPC holds regular meetings twice per month during the academic year. However, when the agenda is particularly busy, meetings may be called more frequently. The days of the month on which regular meetings will be held is set at the beginning of each semester, based on the teaching schedules of the members. The chairperson of the ASPC sends reminders to members prior to each meeting along with an agenda for that meeting. Official business cannot be conducted unless there is a quorum of more than 50% of the voting membership. All business is conducted in accordance with Robert's Rules of Order.

Agenda-Item Categories

1. Empirical grading practices relative the University's grading policies
2. Procedures used by academic schools to ensure control of quality and improvement
3. Requirements for offering contract degrees or independent study classes
4. Review of, and recommendations concerning, applications for contract degrees
5. Review and recommendations regarding the transferability of courses from institutions not accredited by regional agencies
6. Audit of adherence to the academic honesty policy
7. Review and recommendations regarding the validity of requests for cross- listed courses (across BA/MA lines)
8. Requirements for and assessment of online coursework and adherence of standards of student achievement verification
9. Review and recommendations regarding cases in which there is a question about the appropriateness of the credentials of adjunct teachers
10. Recommendations regarding the standardization of the need for prerequisites and work load at various levels of coursework
11. Review of and recommendations to the faculty and academic administration procedures relating to admissions policy, the granting of academic credit for practica, internships, and critical life experience, and probation, suspension, and readmission policies
12. Review of the academic programs of Lindenwood University for the purpose of establishing and maintaining consistent and appropriate academic standards across all delivery formats and at all sites and venues

Processes

Issues, questions, proposals, and tasks may be conveyed to the ACS by the Faculty Council, the Deans' Council, the Dean of IR, the Dean of Academic Services, the Registrar, the VP-AA, the President, or another committee or task force. The ASPC may also originate its own tasks and initiatives in the course of setting its agenda and considering requests from other sources. When issues are submitted to the ASPC, those items are added to the agenda. At a subsequent ASC meeting, the issue is addressed by the membership and one of three steps will be taken:

1. discuss the issue and vote
2. discuss the issue and assign members to do background research and report back at the next meeting
3. designate a special task force to gather information on the issue and report to the committee

Submission of Committee's Report/Recommendation

After a case or a proposal dealing with a specific student, faculty member, student applicant, or incident has been evaluated by the ASPC, the committee's disposition is submitted to the VP-AA for review and action.

Any general standards evaluations or proposals for modification of academic policy or criteria are reported to the VP-AA, the Faculty Council, and Educational Policies Committee. The Faculty Council will review and refer any such evaluations or proposals, along with its disposition or recommendations, to the Deans' Council for review and possible vote.

If a proposal would make fundamental changes in the University's educational policies or procedures, the Faculty Council may present it to the faculty for review and vote at the next regularly scheduled faculty meeting. The general faculty must have a quorum of more than 50% of full-time faculty members in order to conduct an official vote on a matter of educational policy.

The ASPC may request a joint meeting with the Faculty Council to seek consensus on a rejected proposal.

Approval/Revision Process

If an ASPC proposal is approved by the faculty/the Faculty Council and the Deans' Council, the VP-AA will take the proposal to the President for approval or declination.

Institutional Review Board (IRB)

Institutional Review Board (two-year term; one/two reps per division)

Sciences	Stein and Welsh	Term Expires May 2013
Business	Boyd	Term Expires May 2013
Humanities	Henderson-Lee, Dawn	Term Expires May 2013
Arts	Jones	Term Expires May 2013
Communications	Wang	Term Expires May 2013
Human Services	*Klar	Term Expires May 2014
Education	Wisdom	Term Expires May 2014
	Kania-Gosche	Term Expires May 2013
LCIE	Y. Ford	Term Expires May 2014
	Highley	Term Expires May 2013
Assessment	Thies	
Nixa	DeVore	

Governance Purpose and Function

The principal responsibility of the Institutional Review Board is to protect the safety, privacy, and rights of human subjects recruited to participate in research performed by students, faculty, and staff at Lindenwood University.

Membership and Term of Service

At least one full-time faculty member is elected/selected by the membership of each academic school to serve in staggered two-year terms. Because the majority of research proposals come from the sciences and education, it is typical for two full-time faculty members from those schools to serve on the IRB. "Full-time faculty member" is defined as an employee with a regular faculty contract who teaches at least 18 hours per fiscal year or an employee who has a full-time contract to work in the doctoral program. The assessment officer also serves on the IRB. Members of the IRB often choose to serve back-to-back terms due to the complexity of the process; experience working with research or research proposals is beneficial.

Officers

The membership of the IRB elects the chairperson and vice-chairperson with the latter leading the meetings when the chairperson cannot attend. The IRB also appoints a reporter who keeps the minutes of each meeting and forwards those minutes to all committee members for their review prior to the next scheduled meeting. The minutes are also forwarded to the VP-AA.

Frequency of Meetings

The IRB holds regular meetings twice per month during the academic year, although weekly meetings may be held if the number of proposals warrants additional meetings. The day and weeks of the month on which the meetings will be held is set at the beginning of each semester, based on the teaching schedules of the members. The chairperson of the IRB sends reminders to members prior to each meeting along with an agenda for that meeting. Official business cannot be conducted unless there is a quorum of more than 50% of the voting

membership. All business is conducted in accordance with Robert's Rules of Order.

Agenda-Item Categories

1. Review all research proposals to ensure that the proposed research poses minimal risks to the subjects, relative to the expected benefits
2. Review all research proposals to ensure that the proposed research is scientifically sound
3. Serve as an educational tool for students, staff, and faculty regarding the ethical pursuit of research involving human subjects
4. Create and maintain a user-friendly webpage about the IRB submission process and publish all submission deadlines
5. Education of IRB membership about various research approaches

Processes

Proposals may be conveyed to the IRB by a faculty member or a student. When a proposal application is received, it is added to the agenda for a subsequent meeting. The name of the submitter is removed from the application, and the application is emailed to the IRB for review prior to the meeting. When the next meeting of the board is convened, a discussion is held on each of the following aspects:

1. Safety of subjects
2. Methodology
3. Hypothesis
4. Originality of the research, i.e. leading to new information
5. Logic and organization of the research

After a proposal has been approved by the IRB, the proposal is returned to the submitter as

1. Approved
2. Approved with revisions
3. Denied (submitter may choose to rewrite and resubmit)

If a proposal meets the requirements for expedited review, the IRB chair only reviews the proposal and returns as approved, approved with revisions, or denied (to revise and resubmit).

The IRB holds regular meetings twice per month during the academic year, although weekly meetings may be held if the number of proposals warrants additional meetings. The day and weeks of the month on which the meetings will be held is set at the beginning of each semester, based on the teaching schedules of the members. The chairperson of the IRB sends reminders to members prior to each meeting along with an agenda for that meeting. Official business cannot be conducted unless there is a quorum of more than 50% of the voting membership. All business is conducted in accordance with Robert's Rules of Order.

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I - Forms, Policies, and Guidebooks

The following documents can be found on the **Faculty & Staff Portal** in the **Forms and Handbooks** folder. New categories can be created and more documents uploaded as needed. (Contact the Executive Communication Office at (636) 949-4977 to add documents).

Academic Honesty

Academic Honesty Policy
Academic Honesty Policies & Procedures
Honesty Syllabi Statements
Academic Dishonesty Form
Integrity Contract Undergraduate
Integrity Contract Graduate

Academic Services

2011-2012 Academic Calendar for Adjuncts – Semester
2011-2012 Academic Calendar for Adjuncts – Quarter
2011-2012 Academic Calendar for Adjuncts - MBA Plus Terms
Contract Degree Template
Course Proposal
Daniel Boone Home Classroom Request Form
Declaration of Major - Change of Major/Advisor
Declaration of Major - Change of Major/Advisor (School of Education- Undergraduate)
Declaration of Major - Change of Major/Advisor (School of Education- Graduate)
GE Advising Manual
Graduate Transfer Evaluation Form
FERPA Waiver
Online Contract Form
Online Course Development Form
Petition for Academic Course Overload
Policy Exemption Form
Program Proposal
Request for Proficiency Demonstration
Editorial Policies / Forms
Editorial Guidebook
LU Building and Spaces Names
LU Style Handbook
Online Style Guidelines
Publication Request Form
Social Media Guidelines

Survey Guidelines
Website Guidelines
Field Trip Forms
Travel Waiver

Editorial Policies/Forms

Graphic Guidelines and Logos
Graphic Guidelines
Athletic Logos
Institutional Logos

Guidebooks & Handbooks

Adjunct Handbook
Emergency Handbook
2011-2012 Faculty Guidebook 8.24.11
Fiscal 2012 Strategic Plan
GA Handbook
GE Advising Handbook
Staff Guidebook

Human Resources

Vacation Request- Faculty
Vacation Request- Staff
Sick Leave Form Faculty & Staff
Professional Development Travel Request
Key Form
Personnel Change Notice
President's Forms
Presidential Approval Form
President's Publication Approval Form

Process Forms

Business Card Order Form
Check Request Form
Expense Report Form
Facility Request Form
Student Scholars Travel Grant Request Form
University Policies
LU-Belleville Tailgating Policy
Red Flag Policy

J - Red Flag Policy

LINDENWOOD UNIVERSITY

IDENTITY THEFT PREVENTION PROGRAM

- I. BACKGROUND
- II. PURPOSE AND SCOPE
- III. DEFINITIONS
- IV. IDENTIFICATION & DETECTION OF RED FLAGS
- V. APPROPRIATELY RESPONDING WHEN RED FLAGS ARE DETECTED
- VI. CONSUMER REPORTS-ADDRESS VERIFICATION
- VII. TRAINING
- VIII. OVERSIGHT OF THIRD PARTY SERVICE PROVIDERS
- IX. PROGRAM ADMINISTRATION
- X. UPDATING THE PROGRAM
- XI. BOARD APPROVAL

I. BACKGROUND

In response to the growing threats of identity theft in the United States, Congress passed the Fair and Accurate Credit Transactions Act of 2003 (FACTA), which amended a previous law, the Fair Credit Reporting Act (FCRA). This amendment to FCRA charged the Federal Trade Commission (FTC) and several other federal agencies with promulgating rules regarding identity theft. On November 7, 2007, the FTC, in conjunction with several other federal agencies, promulgated a set of final regulations known as the "Red Flags Rule". The Red Flags Rule became effective November 1, 2008. However, the FTC has deferred enforcement of the rule through August 1, 2009 in order to give institutions additional time in which to develop and implement the written identity theft prevention programs required by the Red Flags Rule regulations.

The Red Flags Rule regulations require entities with accounts covered by the Red Flags Rule regulations, including universities, to develop and implement a written Identity Theft

Prevention Program (hereinafter, the "Program" or the "Identity Theft Program") for combating identity theft in connection with certain accounts. The Program must include reasonable policies and procedures for detecting, preventing, and mitigating identity theft and enable the entity with covered accounts to:

1. Describe and define relevant patterns, practices, and activities, dubbed "Red Flags", signaling possible identity theft and incorporate those Red Flags into the Program;
2. Detect Red Flags;
3. Respond appropriately to any Red Flags that are detected to prevent and mitigate identity theft; and
4. Ensure the program is updated periodically to reflect changes in risks.

This document outlines the required Red Flags Rule Program of Lindenwood University and is extended to encompass not just financial or credit accounts but any University account or database for which the University believes there is a reasonably foreseeable risk to the University, its students, faculty, staff, constituents, board members, or customers from identity theft.

II. PURPOSE AND SCOPE

The purpose of this program is to ensure the compliance of Lindenwood University with the Red Flags Rule regulations, to identify risks associated with identity theft, and to mitigate the effects of identity theft upon the University, employees, students, constituents, board members, and customers.

The requirements of this program apply to all Lindenwood University campuses, to the employees of such campuses, and the third parties with whom Lindenwood University contracts to perform certain functions on its behalf.

III. DEFINITIONS

Account: Account means a continuing financial relationship established by a person with Lindenwood University, including an extension of credit, such as the purchase of services or property involving a deferred payment.

Covered Account: The Red Flags Regulations define the term "covered account" to mean (1) "an account that a financial institution or creditor offers or maintains primarily for personal, family, or household purposes that involves or is designed to permit multiple payments or transactions ..." and (2) "any other account that the financial institution or creditor offers or maintains for which there is a reasonably foreseeable risk to customers, or to the safety and soundness of the financial institution, or creditor from identity theft, including financial, operational, compliance, reputation, or litigation risks."

For the purposes of the University's Identity Theft Program, the term "covered account" is extended to include any University account or database (financial or otherwise) for which the University believes there is a reasonably foreseeable risk to the University, its students, faculty, staff, constituents. Board members, or customers from identity theft.

Credit: "Credit" means "the right granted by a creditor to a debtor to defer payment of debt or to incur debts and defer its payment or to purchase services or property and defer payment therefore."

Creditor: "Creditor" means "an entity [i.e. Lindenwood University] that regularly extends, renews, or continues credit; any entity that regularly arranges for the extension, renewal, or continuation of credit; or any assignee of an original creditor who participates in the decision to extend, renew, or continue credit."

Financial Institution: "Financial institution" means "a State or National bank, a State or Federal savings and loan association, a mutual savings bank, a State or Federal credit union, or any other entity that has an account belonging to a consumer."

Identity Theft: "Identity theft" means "fraud committed using the identifying information of another person."

Red Flag: "Red Flag" means "a pattern, practice, or specific activity that indicates the possible existence of Identity Theft."

Service Provider: "Service provider" means "a person that provides a service directly to the financial institution or creditor [i.e. credit reporting agency or collection agency]."

Transaction Account: "Transaction account" means "a deposit or account (i.e. at a bank or savings and loan) on which the depositor or account holder is permitted to make withdrawals by negotiable or transferable instrument, payment orders of withdrawal, telephone transfers, or other similar items for the purpose of making payments or transfers to third persons or others. Such term includes demand deposits, negotiable order of withdrawal accounts, savings deposits subject to automatic transfers, and share draft accounts."

IV. IDENTIFICATION & DETECTION OF RED FLAGS

A "Red Flag" is a pattern, practice, or specific activity that indicates the possible existence of identity theft. The following Red Flags are potential indicators or warning signs of potential or actual identity theft or similar fraud. Anytime a Red Flag or a situation resembling a Red Flag is apparent, it should be investigated for verification. The examples below are meant to be illustrative. Anytime a Lindenwood University employee suspects a fraud involving personal information about an individual or individuals, the employee should assume that this Identity Theft Program applies and follow protocols established by his/her office for investigating, reporting, and mitigating identity theft.

Examples of Red Flags:

Alerts, Notifications or Warnings from a Consumer Reporting Agency

1. A fraud or active duty alert is included with a consumer report.
2. A consumer reporting agency provides a notice of credit freeze in response to a request for a consumer report.
3. A consumer reporting agency provides a notice of address discrepancy.
4. A consumer report indicates a pattern of activity that is inconsistent with the history and usual pattern of activity of an applicant or customer, such as:
 - a. A recent and significant increase in the volume of inquiries;
 - b. An unusual number of recently established credit relationships;

- c. A material change in the use of credit, especially with respect to recently established credit relationships; or
- d. An account that was closed for cause or identified for abuse of account privileges by a financial institution or creditor.

Suspicious Documents

- 5. Documents provided for identification appear to have been altered or forged.
- 6. The photograph or physical description on the identification is not consistent with the appearance of the applicant or customer presenting the identification.
- 7. Other information on the identification is not consistent with information provided by the person opening a new covered account or the customer presenting the identification.
- 8. Other information on the identification is not consistent with readily accessible information that is on file with the University, such as a signature card or a recent check.
- 9. An application either appears to have been altered or forged, or gives the appearance of having been destroyed and reassembled.

Suspicious Personal Identifying Information

- 10. Personal identifying information provided is inconsistent when compared against external information sources used by the University. For example:
 - a. The address does not match any address in the consumer report; or
 - b. The Social Security Number (SSN) either has not been issued or is listed on the Social Security Administration's Death Master File.
- 11. Personal identifying information provided by the customer is not consistent with other personal identifying information provided by the customer. For example, there is a lack of correlation between the SSN range and date of birth.
- 12. Personal identifying information provided is associated with known fraudulent activity as indicated by internal or third-party sources used by the University. For example:
 - a. The address on an application is the same as the address provided on a fraudulent application; or
 - b. The phone number on the application is the same as the number provided on a fraudulent application.
- 13. Personal identifying information provided is of a type commonly associated with fraudulent activity as indicated by internal or third-party sources used by the University. For example, the address on the application is fictitious, possibly a mail drop or prison or the telephone number is invalid or is associated with a pager/answering service.

14. The SSN provided is the same as that submitted by other persons opening an account or other customers.
15. The address or telephone number provided is the same as or similar to the address or telephone number submitted by an unusually large number of other persons opening accounts or other customers.
16. The person opening the covered account or the customer fails to provide all required personal identifying information on an application or in response to notification that the application is incomplete.
17. Personal identifying information provided is not consistent with personal identifying information that is on file with the University.
18. The person opening the covered account (or the customer) cannot provide authenticating information beyond that generally would be available from a wallet or consumer report (such as answers to "challenge questions").

Suspicious Account Activity or Unusual Use of Account

19. Shortly following the notice of a change of address for a covered account, the University receives a request for a new, additional, or replacement card, or for the addition of authorized users on the account.
20. A new account is used in a manner commonly associated with known patterns of fraud. For example, the student fails to make the first payment or makes an initial payment but no subsequent payments.
21. A covered account is used in a manner that is not consistent with established patterns of activity on the account. There is, for example nonpayment when there is no history of late or missed payments or material changes in the use of the account.
22. A covered account that has been inactive for a lengthy period of time is used (taking into consideration the type of account, the expected pattern of usage, and other relevant factors).
23. Mail sent to the customer is returned repeatedly as undeliverable even though transactions continue to be conducted in connection with the customer's covered account.
24. The University is notified that the customer is not receiving paper account statements.
25. The University is notified of unauthorized charges or transactions in connection with a customer's covered account.

Alerts from Other

26. The University is notified by a customer, a victim of identity theft, a law enforcement authority, or any other person that it has opened a fraudulent account for a person engaged in identity theft.

V. APPROPRIATELY RESPONDING TO DETECTED RED FLAGS

Once potentially fraudulent activity is detected, an employee should inform his/her supervisor that he/she has detected an actual or potential Red Flag or has identified a similar area of concern of identity theft. The supervisor should determine the validity of the Red Flag.

If it is found that a situation of identity theft has occurred, the Division or Department Head should inform the Business Office of the matter so that it is documented as part of the monitoring portion of this program.

If the Red Flag indicates that a fraudulent transaction has occurred, the Division or Department Head should attempt to mitigate the effects of the transaction. Consideration should be given to the type of Red Flag identified, type of transaction, relationship with the victim of the fraud, availability of contact information for the victim of the fraud, and numerous other factors. Appropriate actions may include but are not limited to:

1. Canceling the transaction;
2. Not opening a new account or closing the account in question
3. Notifying and cooperating with appropriate law enforcement;
4. Notifying the Chief Operating Officer, Chief Financial Officer, and In-House Legal Counsel of the University;
5. Notifying Senior Administration Personnel of the University;
6. Notifying the customer that fraud has been attempted or that it has occurred;
7. Changing any passwords or other security devices that permit access to relevant accounts and/or databases;
8. Continuing to monitor the account or database for evidence of identity theft;
9. Alternatively, determining that no response is warranted after appropriate evaluation and consideration of the particular circumstances.

In all situations where it is discovered that a Red Flag has been positively identified, the office responsible for the account shall document what occurred and describe its review of the matter and any specific actions taken to mitigate the impact of the effects of the actual or potential identity theft discovered. Such documentation shall also include a description of any additional actions the office believes are systemically necessary within that office (such as updating policies and procedures) in response to identified Red Flag to handle or prevent similar situations in the future.

VI. CONSUMER REPORTS-ADDRESS VERIFICATION

Any University office that obtains and/or uses consumer reports from a Consumer

Reporting Agency that finds a discrepancy between the address on file with the University and the address on the report should attempt to form a reasonable belief that the University is dealing with the actual student being researched or investigated and not another person with the same or similar name.

The office may reasonably confirm the accuracy of the consumer's address by:

1. Verifying the address with the consumer about whom it has requested the report;
2. Reviewing its own records to verify the address of the consumer;
3. Verifying the address through third-party sources;
4. Using other reasonable means.

The office must provide the consumer's address that it has reasonably confirmed to be accurate to the Consumer Reporting Agency as part of the information it regularly furnishes for the reporting period in which it establishes a relationship with the consumer.

VII. TRAINING

Staff training is required for all employees, officials, and contractors who likely will come into contact with accounts or personally identifiable information that may constitute a risk to the University or its students.

The Division or Department Head of each office that maintains a covered account under this program is responsible for training such employees by familiarizing them with the policies contained herein.

As part of the training, all requisite employees, officials, and contractors should be informed of the contents of the University's Identity Theft Program and afforded access to a copy of this document. In addition, all requisite employees, officials, and contractors should be trained by the Division or Department Head of each office regarding how to identify Red Flags and what to do should he/she detect a Red Flag or have similar concerns regarding an actual or potential fraud involving personal information.

VIII. OVERSIGHT OF THIRD PARTY SERVICE PROVIDERS

It is the responsibility of the University to ensure that the activities of all service providers are conducted in accordance with reasonable policies and procedures designed to detect, prevent, and mitigate the risk of identity theft. Before the University may engage a service provider to perform an activity in connection with one or more of the University's covered accounts, the University must take the following steps to ensure the service provider performs its activities in accordance with reasonable policies and procedures designed to detect, prevent and mitigate the risks of identity theft:

1. The University must require that the service provider has identity theft policies and procedures in place;
2. The University must make the service provider aware of the University's Identity Theft Program by providing a copy of this document and require said provider to report to the University any Red Flags it identifies.

IX. PROGRAM ADMINISTRATION

Responsibility for overseeing the administration of this program has been delegated by the Board of Directors to the University President (for general oversight) and the University's Vice President for Operations and Finance (for general execution), with compliance monitoring responsibility to be performed by the Business Office. On an annual basis, and as part of the University's Compliance Monitoring Plan, the Business Office will confer with the University offices that maintain covered accounts under the program to review each office's list of covered accounts, training and policies, procedures, and practices as they relate to preventing, detecting and mitigating identity theft; as well as the definitive identification of Red Flags or similar incidents documented by the offices who maintain covered account under this Program. The Chief Financial Officer of the Business Office will create an annual report based upon that office's annual conferences with University offices that maintain covered accounts, and assess the effectiveness of the University's Identity Theft Program as a whole. As part of the report, the Business Office will make recommendations for updating or modifying the program as appropriate. The annual report will be provided by the Chief Financial Officer of the Business Office to the Vice President for Operations and Finance for review and presentation to the University's President and Board of Directors.

X. UPDATING THE PROGRAM

On an annual basis, as part of the University's Compliance Monitoring Plan, the program will be re-evaluated by the Vice President for Operations and Finance to determine whether all aspects of the program are up to date and applicable. This review will include an assessment of which accounts and/or databases are covered by the program, whether additional Red Flags need to be identified as part of the program, whether training has been implemented, and whether training has been effective. In addition, the review will include an assessment of whether mitigating steps included in the program remain appropriate and whether additional steps need to be defined.

XI. APPROVAL OF THE POLICY

Under the Red Flags Regulations, implementation and oversight of the Identity Theft Program is the responsibility of the governing body or an appropriate committee of such governing body. Approval of the initial plan must be appropriately documented and maintained. After its initial approval of the Program, the governing body may delegate its responsibility to implement and oversee the Identity Theft Program. As the governing body of the Lindenwood University, the Board of Directors as of the date below hereby approved the initial Identity Theft Program. Having made such initial approval, the Board of Directors hereby delegates the responsibility for implementing, monitoring and overseeing the University's Identity Theft Program to the University Administration, in accordance with procedures stipulated herein.

Approved by the Board of Directors this 1st day of August, 2009.

K - Policy on Facilities Access

The student is the reason the University was founded and remains the reason for our continued existence and operations. Our grounds, buildings, facilities, curricula, personnel, and programs have the preeminent purpose of serving the student – now and in the future – including any prospective student who is visiting any Lindenwood campus or center.

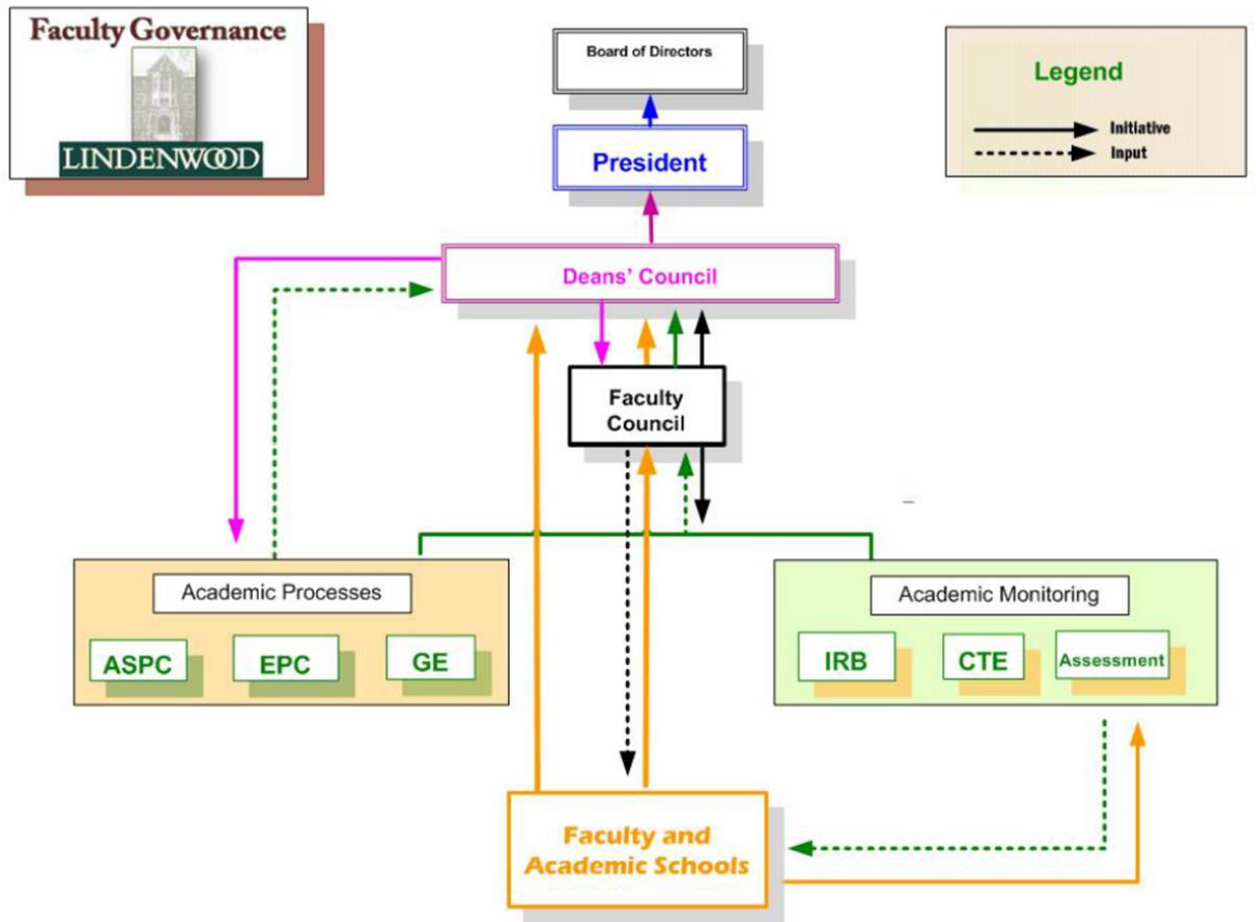
In the management of our programs and facilities, we must also be mindful of our obligations to the interests of various friends, supporters, benefactors, alumni, parents, and other Lindenwood stakeholders. They have the right to certain courtesies when on campus.

Decisions on access to and use of any of our programs or facilities must be based on the legitimate interests of present and future students and consideration of the normal and justified expectations of friends of Lindenwood. This principle has the following implications:

- ◆ All University personnel are stewards of their respective domains on campus but not the owners of those domains. Each of us is responsible for the orderly and responsible care and functioning of his/her Lindenwood space but not entitled to unreasonably exclude students and friends of the University from normal and expected admittance to and participation in our facilities.
- ◆ Reasonable, legitimate requests for facilities usage, visitation, or viewing should be accommodated whenever possible without the expression of hesitation, resentment, or a proprietary attitude. These facilities include but are not limited to all educational, production, and performance spaces in the J. Scheidegger Center, the Hyland Arena, the Spellmann Center, the Lindenwood University Cultural Center, our various athletics facilities, our classroom buildings, and the Lindenwood Commons.
- ◆ All offices and space managers are to cooperate with Lindenwood's Admissions and Institutional Advancement offices regarding access to and viewing of any and all buildings by visitors to campus, including prospective students and their families, group tours, and present, past, and future benefactors and friends of the University.
- ◆ The Admissions and Institutional Advancement offices may at times request access to spaces with very little notice, for necessary reasons beyond their control. If at all possible, those requests are to be honored to the best of the ability of the manager of the requested space or facility.
- ◆ All requests for access should be treated with appropriate judgment and courtesy, without remonstrance or unjustified demurrers. Each building or facility manager will produce a scheduling and access policy and procedure for his/her venue for approval (and possible modification) by the President or the President's delegate.

Deliberate attempts to frustrate reasonable student (or other stakeholder) access to and participation in University spaces for personal or proprietary purposes will be considered undesirable employee conduct and will be addressed accordingly.

L - Decision-Making Process



M - Organization Chart

Lindenwood University Board of Directors

President

Athletics

Computer Services

Auditing

In-House Legal Counsel

PR/Marketing

Executive Communications

Community Development

VP Operations & Finance	VP Student Development	VP Academic Affairs/Provost	VP Human Resources/Dean of Faculty	VP Institutional Advancement	VP/CAO Belleville Campus
Business Office	First-Year Programs	Faculty Council (Academics)	Faculty Council (Personnel)	Development Office	Faculty Council
Purchasing	Admissions (Day & International)	Faculty Committees	Deans' Council	Advancement Systems	Executive Council
Physical Plant/Construction Mngt.	Financial Aid	Deans' Council	Staff & Faculty Personnel	Annual Fund	Academic Services
Maintenance/Housekeeping	Student Life & Leadership	Academic Programs (9)	Personnel Policy and Attendance	Corporate & Foundation Relations	Admissions (Day & Evening/LCIE)
Food Service	School Safety & Security	Academic Services	Benefits	Alumni Relations	Athletics
Bookstore	Discipline (Dean of Students)	Accreditation Matters	Personnel Development	Planned Giving	Student Development
Ice Arena	Student Housing	Retention/Student Services	Evening Admissions	Grants Management	Library Services
	Student Life Sports & Competitive Programs	Library Services	Extension Sites	Prospect Research	Facilities, Maintenance, & Housekeeping
	Athletics Liaison	Academic Publications			
	Career Development	Office of Institutional Research			
	Work and Learn Program	Facilities Coordinator			
	Campus Mail	Center for Distance Learning			
	Student Health Center				

Revised July/2012

**Lindenwood University offers values-centered programs
leading to the development of the whole person—an educated,
responsible citizen of a global community.**



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