

FACULTY GUIDEBOOK 2009 - 2010



LINDENWOOD
LINDENWOOD UNIVERSITY ST. CHARLES, MISSOURI

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Section 1:
Faculty Guidebook Introduction

DIET 12.08.09

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.

Please note that the policies, procedures and guidelines contained in this guidebook are subject to change at any time. All employees should acknowledge receipt of and familiarity with this document in writing.

Conformance with the Law

The contents of this Guidebook have been drafted with the intent to conform 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, Ph.D.
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 "re-found" 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 “Boone Campus” 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 the late President Dennis Spellmann. A 138,000 square foot Fine and Performing Arts Center opened in the summer of 2008. Not only has the main campus expanded, but Lindenwood has branched out in the St. Louis region—adding sites in Belleville, the Daniel Boone Home, Lincoln County, North St. Louis County, O’Fallon, South County, St. Louis City, Weldon Spring, and Wentzville. The Belleville site inaugurated a Day College in the fall of 2009. Annual student headcount anticipated for the 2009-2010 school year is 15,000.

Lindenwood’s recent growth has not been limited to enrollment, new buildings and campus sites. The University has added numerous programs, chief among them a new doctoral program in education, which was launched in the spring of 2007. Well established programs continue to expand as well. A major renovation of Harmon Hall sets an impressive stage for innovations within the School of Business and Entrepreneurship. With President Evans’ 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.

Section 2:

Human Resources Policies & Procedures

DIET 12.08.09

Human Resources Overview

Lindenwood University constantly endeavors to maintain its position as the best teaching University in the Midwest region. 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.

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 of Human Resources/Dean of Faculty (VPHR/Dean of Faculty) should be contacted.

Harassment Statement

Lindenwood University does not tolerate harassment. The University complies with appropriate federal, state, and local laws pertaining to this matter. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute 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, (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, or (4) any other form of sexual harassment as defined by the EEOC or respective state counterparts, federal and state legislation or interpretation by the courts.

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

Equal Employment Opportunity and Affirmative Action Statement

Lindenwood University is an Equal Opportunity, Affirmative Action 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.

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.

Subpoena, 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 G: Whistleblower Policy.**)

Employment Policies

Contracts and Employment-At-Will

Each year returning faculty members are offered one-year contracts that range from 9-to-12 months in duration. Any faculty member may request an alternative contract that varies in duration from the previous year. (See **Appendix I: 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
- absenteeism
- excessive tardiness
- discrimination
- vandalism
- working under the influence of alcohol or 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 Human Resources/Dean of Faculty	(VPHR/Dean of Faculty)
Vice President Academic Affairs/Provost	(VPAA/Provost)
Vice President Operations & Finance/Chief Operating Officer	(VPOF/COO)
Vice President Student Development	(VPSD)

Appeals Process

If a faculty member determines the resolution by the school dean is not satisfactory, she/he may appeal to the executive management team via a first or second signed written

statement.

If the employee determines the resolution by the executive management team is not satisfactory, an appeal may be made to the President via a second or third signed, written statement.

If the professor determines the resolution by the President is not equitable, that employee may appeal to the chairman of the board of directors through a third or fourth signed, written statement.

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 VPHR/Dean of Faculty reviews the Faculty Handbook, Employee Guidebook, and related personnel policies with the Faculty Council and the Deans' Council and requests input on recommendations for change and improvement. The resultant recommendations are evaluated by the President, the VPHR, and the VPAA, and many of them 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 chairperson, the dean of the faculty member's academic school, and the VPHR/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 VPHR/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 VPHR/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 the faculty members meet with their deans to discuss the faculty members' Individual Development Plans (IDP). (See ***Appendix A: 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

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 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:

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

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.

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	35,000	61,000
New Associate Professor	44,000	78,000
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.

Teaching-Load Formulae

Based on the course reductions that go into effect beginning with the spring 2010 semester, the following teaching-load formulae apply:

Basic teaching load formulas are as follows:

AY 2009-10:

- *Non-doctoral faculty member load = 30 semester hours – adjustments for alternative service*

- *Doctoral faculty member load = 12 semester hours – adjustments for alternative service*

AY 2010-11, the following teaching load formulas apply:

- *Non-doctoral faculty member load = 27 semester hours – adjustments for alternative service*
- *Doctoral faculty member load = 12 semester hours – adjustments for alternative service*

The Table below summarizes the basic load formulas and shows how alternative services by faculty members create additional release time from teaching:

(See next page)

Table - Standard Formulas for Teaching Load (All Numbers in Semester Hrs.)												
Teaching Load Formula for AY 2008-09												
					Reductions							
Faculty Classification					Std Load	New Load		New Load		New Load		New Load
	Fall	Jan.	Spr.	Total	FC	PP	DS	Lab				
Regular F-T Faculty	15	3	15	33	-3	30	-3	27	NA	27	-4	23
F-T Doctoral Faculty	6	0	6	12	-3	9	-3	6	-3	3	NA	3
Teaching Load Formula for AY 2009-10												
					Reductions							
Faculty Classification					Std Load	New Load		New Load		New Load		New Load
	Fall	Jan.	Spr.	Total	FC	PP	DS	Lab				
Regular F-T Faculty	15	3	12	30	-3	27	-3	24	NA	24	-4	20
F-T Doctoral Faculty	6	0	6	12	-3	9	-3	6	-3	3	NA	3
Teaching Load Formula for AY 2010-11												
					Reductions							
Faculty Classification					Std Load	New Load		New Load		New Load		New Load
	Fall	Jan.	Spr.	Total	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
Teaching Load Key												
					Reduction							
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							

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. Therefore, someone carrying a normal undergraduate teaching load of 30 semester hours in 2009-10 will teach only 27 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. 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. Thus a biologist teaching three 4-hour lab courses in a semester receives 15 hours of teaching credit for teaching 12 semester hours of classes. 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.

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 certain 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 3, 6, or 9 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 Ed.D. 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 Ed.D. 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 at all in the Ed.D. program has no January teaching assignment.

(see next page)

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

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.

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 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 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 eighteen 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.

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.

Paycheck disbursement

Lindenwood University recognizes exempt and non-exempt employees. Exempt employees are paid once a month. Non-exempt employees are paid twice a month. Faculty members

are categorized as exempt employees and are paid on the last business day of the month. Paychecks may be picked up at the Roemer Business Office cashier's window or transmitted via direct deposit after 2:00 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 2:00 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. 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 VPHR/Dean of Faculty. The Vacation Request form can be downloaded from the Faculty Folder Network Drive.

Vacation Carry Over

Vacation shall not be accumulated or carried over from year to year without approval of the VPHR/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
- The 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. The immediate family is 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 5 percent of the employee's salary. A participant can contribute up to 20 percent of his or her monthly salary to the fund. Any questions concerning the retirement fund should contact the VPHR/DEAN OF FACULTY.

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 11:00 a.m. to 1:30 p.m. in the Spellmann Center cafeteria and the Lion Mart located in the Loft (Butler Hall).

However, 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 B: Employee of the Month/Year.**)

Academic Recognition and Awards

Emerson Award for Teaching Excellence

This award, sponsored by Emerson Electric, Inc., is presented to the full-time Lindenwood professor 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 President announces the award winner at the October faculty meeting.

President's Scholar-Teacher Award

This award is presented to the full-time Lindenwood professor 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 President announces the award winner at the October faculty meeting.

Scholar of the Year Award

This award is presented to the full-time Lindenwood professor 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 President announces the award winner at the October faculty meeting.

Section 3:
Academic Policies and Procedures

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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.
- ◆ Exhibit professional appearance and demeanor.
- ◆ 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 mid-term grade reporting deadlines.
- ◆ Administer either an exam or other assessment during the scheduled final exam time slot in every class.
- ◆ 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 regular office hours.

- ◆ Work on campus and hold office hours Monday through Friday each week, providing students with reasonable access to advisement.
- ◆ Inform school dean (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 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 VPAA/Provost of any rule violations or inappropriate conduct by students that cannot be redressed through normal faculty intervention.
- ◆ Inform the Student Success Office of students who stop attending or are in serious jeopardy of failing the class.
- ◆ At the end of class, 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 VPHR/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. 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:

- **Professor Contact Information**
 - Lindenwood email address
 - Office phone
- **Office Hours**
 - Minimum 2 hours per day
 - Post hours outside of office as well
- **Course Description**
 - Use verbiage from the course catalog
- **Course Objectives**
 - Identify objectives that lead to successful outcomes
 - Ensure that course agenda supports objectives
- **Textbooks**
 - List title, author(s), publisher, edition, price, and ISBN
 - Indicate whether textbooks are required or suggested
- **Disability Statement**

Include this verbiage:

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, Toni RincónGallardo, at trincongallardo@lindenwood.edu or 636-949-4784.

- **Honesty Policy:**

Include this verbiage:

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 or plagiarizing will be sent to the University 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 may result in suspension from the University.

- **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.)

Grade and Attendance Reports

Accurate and timely reporting of grades and attendance is required in order 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 are due daily on CAMS via the faculty portal.

Grades:

- 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 students receive a Midterm Grade
 - All 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 C: Lindenwood University Statement of Policies and Procedures for Academic Initiatives**; **Appendix D: Program Proposal Form**; **Appendix E: Course Proposal Course**.)

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 K: 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. The President is responsible for the final approval of committee members. The standing committees include each of the following:

Faculty Council (Full Description pg. 105)

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.

Assessment Committee (Full Description pg. 111)

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

Council on Teacher Education - CTE (Full Description pg. 115)

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 (Full Description pg. 117)

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 (Full Description pg. 121)

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 (Full Description pg. 125)

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 VPAA/Provost (hereinafter referred to as the VPAA) 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 (Full Description pg. 129)

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.

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 include each of the following:

Catalog
Council for Educational Leadership
Council for Teacher Education
Customer Service
Faculty Recruitment
Honors
Online Learning
Overnight Travel
Research
Retention
Social Media
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 day 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 a minimum of at least two 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.
 - 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.

- Development of 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 attendance at conferences and seminars. 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 VPHR/Dean of Faculty prior to making commitments.

Realizing that we have a large faculty, extensive travel cannot be accommodated and careful consideration should be given before any request is made. This request should not exceed one thousand dollars (\$1,000). 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 and then forwarded to the VPHR/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. (See **Appendix H: Conference/Professional Travel Reimbursement.**)

Coverage of classes for professors attending conferences is paramount. A plan for coverage of classes 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.



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, 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 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, 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 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, 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.
Mid November	The Provost asks schools to conduct formal strategic planning discussions at the departmental level and directs deans of the academic schools 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 and faculty of the general timeline for submission of plans and requests that the academic schools and embedded departments submit the first draft of their Fiscal 2011 plans by February 15; also, every school 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

	<p>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.</p>
<p>Mid January</p>	<p>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.</p>
<p>Mid January - Mid February</p>	<p>Academic programs and staff offices develop preliminary drafts of their plan segments.</p>
<p>Mid February - Mid March</p>	<p>The academic schools and faculty members/ faculty committees/ staff offices and the Lindenwood Student Government Association (LSGA) meet with the president, the VPAA, and the VPHR 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.</p>
<p>March</p>	<p>Final copies of the strategic plans from the academic schools/staff offices/ and administrative offices, as well as the final submission from LSGA, are forwarded to the Provost.</p>
<p>April</p>	<p>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.</p>
<p>May</p>	<p>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.</p>
<p>June</p>	<p>The Board's Strategic Planning Committee reviews feedback from members of the Board, and the Provost incorporates changes into the Strategic Planning Document.</p>
<p>July Board Retreat</p>	<p>Copies of the final draft of the plan made available to the Board of Directors and placed online for reference by faculty, staff, administrators, the academic schools, faculty committees and task forces, and LSGA.</p>

Academic-Related Procedures

Field Trips

Field trips for academic purposes must be arranged in advance. Documentation must be submitted to the VPAA/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 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

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 VPAA/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 VPOF/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 VPHR/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 paid 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.

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 VPHR/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.

Textbook Ordering

Books for classroom use will be ordered through MBS Direct unless otherwise approved. Deans are responsible for ensuring that books are submitted to MBS Direct 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 MBS Direct or in the office of the VPAA/Provost.

SECTION 4:
General Policies and Procedures

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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 Buckley Waiver giving permission for such disclosure. Faculty members should reveal information only to those specifically named in the waiver.** Electronic copies of student Buckley Waivers are available on the Faculty Folder Network Drive.

Conflict of Commitment

A "conflict of commitment" exists when external activities of an employee are so substantial or demanding of the employee's time and attention as to interfere with the individual's responsibilities to the unit, students, or the University.

Employment by the University is to be considered full-time and without interference from outside activities that are monetary or social in nature. Any such activities must be authorized by the President prior to onset of the activity. This policy does not pertain to employees who are in the National Guard or the Reserve Bank of the Armed Services. Failure to do so may result in termination from the University.

Drugs and Alcohol

Lindenwood University prohibits the unlawful use, possession, manufacture and distribution of illicit 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 his/her school dean or the VPHR/Dean of Faculty.

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 they issue 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.

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.

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 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 VPOF/COO or without a tax exempt form will not be reimbursed.** Store receipts must be submitted following the purchase.

Requests for computer-related goods, such as toner, should be submitted to Information Services. 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 University Communications Office.

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. 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 VPOF/COO for approval. In instances where vendors require advanced approval, a purchase requisition can be requested from the VPOF/COO.

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, 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

Fundraising projects must be approved in advance by the Director of Institutional Advancement x 4903 (120 S. Kingshighway) and the VPOF/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 deposited through the Roemer Business Office.

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 one of our campuses.

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 campus 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 F: Policy on Facilities Access**.)

Meeting Space and Events Reservations

To request a meeting space or to get approval for an event, a faculty member must fill out a *Special Event Facility Request Form*, which can be downloaded from the "Forms" on the Faculty Folder Network Drive, and submit the form to the appropriate office.

Fine & Performing Arts (Donnell Walsh x4853)

- Studio East
- Studio West

LU Cultural Center (Dan Kemper x 4501)

Registrar's Office (Mary Stacey-Brewer x4331)

- Young Hall Auditorium
- Classrooms

Student Activities (Kerry Cox x4983)

- Butler Parlor & The Loft
- Quad & Gazebo
- Spellmann Center Hallways & The Connection/Patio

J. Scheidegger Center (Peter Bezemes x4607)

- The Boyle Gallery
- The Bezemes Family Theatre
- The Black Box

Athletic Facilities (John Creer x4777)

- Performance Arena
- Hunter Stadium
- Track & Lou Brock Sports Complex

Management Division (Chris Edler x4840)

- MAB Parlor & Goodall Lounge

Dining Facilities (Ralph Pfremermer x4648)

Campus Life (Dana Wehrli x4806)

- Spellmann Conference Rooms

Community Relations Office (Maddelene Collins x4700/Charlsie Floyd x4909)

- Lindenwood University Club
- Performance Arena (VIP Room/Spreckelmeyer)
- Anheuser-Busch Leadership Room

Roemer Executive Office Conference Room (Maddelene Collins x4700)

Event organizers must indicate any special requirements regarding the facility or catering. Student organizational events require the presence of a faculty or staff member.

Maintenance and Repairs

Requests for maintenance support for faculty or professional staff should be submitted to

the Business Service Center (near West Clay) at 636-949-4922 or e-mailed 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).

Key Requests

Keys are ultimately authorized by the VPOF/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 VPOF/COO. 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 (near the Spirit Shoppe).

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. 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 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:

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	1 st Floor – Patio outside of The Connection 3 rd Floor – Between Parker and Spellmann

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 Spirit Shoppe. 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 by white marking. 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). IDs are required for lunch and for picking up tickets to student performances and sporting events.

Copy Center Use

Faculty members have access to free copies of classroom materials at the Copy Center (Spellmann 3rd Floor). Print requests can be sent via e-mail (copycenter@lindenwood.edu) or brought to the Copy Center with the completed work request form.

Faculty Copy Center Hours

Monday & Wednesday	7:00 a.m. - 1:00 p.m. 2:00 p.m. - 4:30 p.m.
Tuesday & Thursday	7:30 a.m. - 1:00 p.m. 2:00 p.m. - 6:00 p.m.
Friday	7:30 a.m. - 2:00 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.

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SECTION 5:

**Computer and Communication Policies
and Procedures**

DIET 12.08.09

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 their Residence Director (students) or the Chief

Information Officer (helpdesk@lindenwood.edu - (636) 255-5100).

WebCT, CAMS, and E-mail

WebCT 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 is the campus administration system provided by Three Rivers CAMS Enterprise 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 e-mail through Microsoft Outlook, which is installed on all faculty and employee computers. E-mail accounts can be accessed remotely through: www.lindenwood.edu/exchange.

Our e-mail system is to be used principally for conducting Lindenwood business. Excessive personal use—defined as exceeding ten minutes per work day engaged in personal e-mail communications—is not permitted.

Any personal e-mail 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 e-mails 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 e-mail 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 e-mail 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 Computer Services does not routinely monitor all e-mails, 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 e-mail privileges. Repeated violations of these strictures may be cause for dismissal.

Electronic Accounts

Full-Time Faculty

Requests for e-mail 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 VPHR/Dean of Faculty for approval. Approved accounts are handled by Information Services. (*helpdesk@lindenwood.edu - (636) 255-5100*).

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

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

Adjunct Faculty

All deans are responsible for compiling a list of new adjunct professors each academic period and forwarding the list to the VPHR/Dean of Faculty, who will compile all lists into one complete roster and send the roster to Information Services each academic period. If an adjunct professor is no longer teaching at Lindenwood University, that professor's name should be forwarded to the VPHR/Dean of Faculty, who will inform Information Services. E-mail accounts for adjunct professors will be created once every academic period after the list has been received, and addresses will then be sent to each dean either by e-mail or by campus mailbox.

Hardware/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 Information Services. Information Services will determine the availability of the equipment or software and submit the request to the VPOF/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 Information Services 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 Information Services (*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 VPHR/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, Bitorrent, 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.), Computer Services monitors this traffic constantly to ensure reliable service for everyone. File sharing software can account for a large portion of traffic on the network.

Streaming Media

Streaming media (such as streaming news clips, streaming audio programs, etc.) are permitted because they use significantly less bandwidth and are used for educational purposes. However, during peak hours, any bandwidth-intensive application may be terminated to ensure continued services to the rest of the University.

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. Computer Services reserves the right to monitor any computer activity on a LU computer or any computer connected to the LU network.

Computer Services 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.

Communications Policies and Procedures

Editorial Style

All publications written by staff and faculty on Lindenwood's behalf must follow the Lindenwood Style Handbook issued by the University Communications Office at 1165 First Capitol Drive. This document specifies the preferred style for punctuation, titles, etc. Strictly adhering to these guidelines creates a uniformity that enhances professionalism and reader understanding. Any employee writing on behalf of Lindenwood should follow these guidelines, which are available on the Faculty Folder Network Drive.

Forms and University Documents

The latest versions of commonly used forms and documents are available on the Faculty Folder Network Drive. Topics range from Academic Services to Vacation Requests to Final Exams Schedules. To access this information, click on *My Computer* and choose the Faculty Folder (usually the J: Drive). Print out forms as needed.

Logo Use

The Lindenwood University logo was created in 2002 to give a consistent visual image to represent the University. It is not to be stretched or modified in any fashion. There are two variations to the logo. One is the word "Lindenwood" with its double-looped O's. The other variation has an identifier attached below the word "Lindenwood"—Lindenwood University St. Charles, Missouri. These logos are available on the Faculty Folder Network Drive inside the logos folder. Any variations to these two logos must be approved by the University Communications Office at 1165 First Capitol Drive (next to *Roemer Originals* jewelry store.)

Also available in the logos folder are the Lindenwood University athletic logos. Please note that these Lion logos are for athletics only and are not to be used in any academic documents. No Lindenwood logo should be used in conjunction with any outside entities or events without prior approval from the University Communications Office.

Media Contact

The University Communications Office is responsible for assisting faculty, staff, and administrators in all media-related matters. Faculty and staff members should call the Director of Communications (636-949-4920) if they are aware of or involved in any media matters related to Lindenwood.

Media representatives and organizations are welcome on the Lindenwood campus only with prior approval of the University Communications Office. If an employee is approached by a member of the media on any Lindenwood campus, he/she should call (636) 949-4964 and notify the PR staff. After hours, employees should call the after-hours campus security line (636) 262-4622 for the telephone number of the Director of Communications.

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 Communications 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

Incoming Mail

Mail is received each morning, Monday through Saturday, at the Roemer mailroom. Mail for faculty, staff, and students is sorted. The same procedure is used for UPS, DHL, and FEDEX deliveries. Mail that has an incomplete address (incomplete, indecipherable, or missing

name) may be opened to determine the recipient. If it is not possible to determine the addressee, and it is definitely for Lindenwood, the item will be sent to the office/individual deemed most appropriate.

Outgoing Mail

Faculty and staff outgoing mail sent from the Roemer mailroom Monday through Saturday must be University related. There are two pick-ups each on Monday through Friday (one in morning and another in the afternoon), and one pick-up on Saturday. Mail that is hand-addressed or is larger than a normal envelope can go only with the morning mail. Mail that is machine addressed or typed goes with the afternoon mail.

Faculty and staff who wish to mail personal items may do so, but it is discouraged. The mailroom does not handle outgoing UPS, FEDEX, or DHL mail. The only time it will handle such mailings is when a package is being returned and the carrier has been notified.

Personal mail may be sent through University mail if stamped by the sender. Mail delivered to the Roemer mailroom must be separated into appropriate bins (hand-addressed, machine-addressed, oversize, international, and campus/student mail) to avoid having mailings return to Lindenwood and to ensure proper postage is placed on the mail.

Mail that needs to be mailed immediately must be delivered to the mailroom in sufficient time to ensure it can be processed. Mail for the morning pick-up should be in the bins before 9:30 a.m. (normal pick-up 10:30) and mail for the afternoon pick-up should be in the bins before 1:30 p.m. (normal pick-up 2:30 p.m.). The carriers will not pick up mail that is not metered for them.

However, the International Office has a daily non-holiday pick up schedule with United Parcel Service (UPS). If an employee wishes to ship documents overnight in the United States, he/she should contact the appropriate dean/director. The dean/director will then discuss the shipment with the VPOF/COO who will approve the shipment and communicate that approval to the International Office.

Bulk Mail

For University purposes, bulk mail is mail that is being sent to at least 200 recipients and each piece is of the same size and weight. Additionally, bulk mail is general in nature, meaning each item is not specific to each individual (such as grades or bills). This type of mailing is handled by the department sending the mail.

The mail must be sorted by zip code (three digit 633xx, 634xx). As the mail is sorted, it must be stamped in the upper right corner with the University non-profit stamp, which ensures that the mailing will receive a discounted rate. The stamp is located in the Work and Learn Office (Spellmann Campus Center). There must be a total count of letters being mailed and a subtotal based on zip codes. This determines the cost of the mailing.

Once all necessary materials are obtained, the faculty member should go to the 5th Street U.S. Post Office and ask for the bulk mailing department. At that time, the Post Office will request the total number of pieces and zip-code subtotals, as well as an example. The faculty member should ask for and complete a PS for 3602-N so the mailing can be recorded and a cost determined.

Finally, the faculty member should take a check request for the amount to the VPOF/COO. Upon receipt of the check, the entire bulk mailing should be taken to the U.S. Post Office located at 5th Street in St. Charles for mailing.

Employee Mailboxes

Mail for the staff and faculty is separated into the appropriate individual or section mailbox. It is important that the mailroom be informed of any changes in faculty or staff in order to ensure that the mail is sorted properly. This is a responsibility of the individual and the section dean/director.

Oversize mail will be marked with the individual's name and placed on the shelves in the Roemer mailroom. A note will also be placed in the mailbox notifying the recipient that the item has been received and can be picked up. Usually, a telephonic notification will also be made. Because of the amount of oversize mail that is received daily and the limited space in the mailroom, it is imperative that oversize mail be picked up as soon as possible.

Individuals must show ID when receiving oversize mail. Only the addressee may receive the mail; it will not be given to someone else without permission.

Student Mailboxes

Student mail is delivered to the Spellmann Center mailroom in the afternoon. It is separated into individual boxes and will normally be available by 3:00 p.m. Mail that is oversize will be listed on a separate posting outside the mailroom. Students should check mail daily. Mail delivered on Saturday will not be available until the next Monday. Students who wish to pick up oversize mail may normally do so between 8:00 a.m. and 5:00 p.m. Monday through Friday. There is no service on weekends.

Individuals must show ID when receiving oversize mail. Only the addressee may receive the mail; it will not be given to someone else without permission. Students who receive mail under multiple names need to inform the mailroom of these names to ensure delivery.

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SECTION 6: **Emergencies and Cancellations**

DIET 12.08.09

Emergency Preparedness

Please refer to the *Emergency Procedures Handbook* in the “Faculty and Employee Guidebooks” folder on Faculty Folder Network Drive.

Injuries/Accidents – Faculty/Staff

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

At times faculty members must deal with students who suffer injury or illness. ***In the event of an emergency, 911 should be called immediately.*** If the injury or illness is not life threatening, Residential Services should be called for assistance. An incident report must be completed.

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

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, local designated television and radio stations (including LUTV and KCLC). The Lindenwood Instant Message System provided by Rave will be used to announce cancellations and other notifications as needed.

Faculty Guidebook Appendices

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Appendix A: IDP Time Table and Content Areas

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.

- 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.

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

Dec 14-18: School deans have conferences with VPHR/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.

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

Performance Dimensions to be Included in the IDP

1. *Contributions to School Plan or Goals*
2. *Effectiveness as a Professor*
3. *Knowledge of One's Field*
4. *Research, Publication, or Creative Output*
5. *Advising*
6. *Service to Lindenwood*
7. *Professional Society Participation*
8. *Professional Relationship with Colleagues*
9. *Evidence of Growth and Development*
10. *Community Service*
11. *Administrative Performance*

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Appendix B: Employee of the Month/Year 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 at Lindenwood University for more than a year.

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 1st falls on a weekend) and should have the enthusiastic support of the employee's direct supervisor.

The Employee of the Month is chosen from nominees by the President and the VPOF/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.

Employee of the Year

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 VPOF/COO, as well as the President's Council.

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Appendix C:

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 or combination of schools for review.

1. Proposals may be developed by individuals, faculty groups, committees, task forces, programs, or schools.
 - 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), or school(s)
 - Name of contact person and/or program manager
 - 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 program manager(s) and school dean(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.

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

- 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.

- 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.

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Appendix D:
Program Proposal Form

LINDENWOOD

LINDENWOOD UNIVERSITY ST. CHARLES, MISSOURI

Program Proposal Form

Title:

BA/BS/MA/MS:

Prefix (approved):

Credit hours required:
General Education
Major
Electives

Name(s) of sponsoring department(s):

Name of contact person and/or department chair:

Definition or description of the program:

Rationale in support of the program:

- Evidence of Need

- Academic and other benefits to the students and the University

Target audience:

Impact on other programs:

Resources Required (time, purchases, personnel, facilities):

Accreditation (Required/desired specialized accreditations):

Program assessment:

New courses required to offer the new program:

Title
Course number approved by Academic Services
Prerequisites
Materials
Semester hours earned
Description

Timeline for implementation of the initiative:

###

Appendix E:
Course Proposal Form

LINDENWOOD

LINDENWOOD UNIVERSITY ST. CHARLES, MISSOURI

Course Proposal Form

Title:

Course Number (approved):

If offered for dual credit:

Graduate level course number
Additional coursework

Credit hours:

Name(s) of sponsoring department(s):

Name of contact person and/or department chair:

Definition or description of the course:

Rationale in support of the course:

Course objectives:

Assessment of course objectives (methods):

Impact on other programs:

Resources required (time, purchases, personnel, facilities):

Specific location of class, if applicable:

Time line for implementation of the initiative:

Prerequisites:

Materials:

Faculty (full time, adjunct):

Delivery mode:

Required lab/lab fee:

Co-requisite/cross list:

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Appendix F: 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 one of our campuses.

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 campus 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.

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Appendix G: Whistleblower Policy

Policy Standards and Applications

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. As employees and representatives of the University, we must practice honesty and integrity in fulfilling 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 the University prior to seeking resolution outside of the University.

Reporting Violations

The Code addresses Lindenwood University'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 the employee is not comfortable speaking with his/her supervisor or not satisfied with the supervisor's response, he/she is encouraged to speak the VPHR/Dean of Faculty or anyone in Administration. Supervisors and managers are required to report suspected violations of the Code to Lindenwood's Compliance Officer, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when the employee is not satisfied or is uncomfortable with following this open-door policy, individuals should contact Lindenwood's Compliance Officer directly and present their concerns in writing.

Compliance Officer

The 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 Compliance Officer shall be appointed by the Chairman of the board of directors and currently is the VPHR/Dean of Faculty.

Accounting and Auditing Matters

The finance and audit committee of the 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.

Work Place Surveillance and Searches

The University may utilize non-infringing surveillance and search measures to maintain the safe and secure campus environment. The University reserves the right to inspect and search all work areas for signs of policy misconduct. All records contained in University or personal computers (including e-mail) and storage devices connected to the University network, should be business-related and therefore are open to inspection by the University.

Appendix H: Conference/Professional Travel Reimbursement

Reimbursement Procedures

All requests to attend any conferences or seminars, and reimbursement of their related expenses, must be approved in advance. The process is as follows:

- Print a copy of the "Lindenwood University Request for Professional Travel" form (located in the "Forms" folder in the Faculty Folder Network Drive) and fill in the details.
- Attach an itemized listing of all relevant costs, including transportation, registration fees, lodging, meals, etc. Use the "Lindenwood University Employee Business Expense Report" as a guide for estimating total expenses.
- If the conference/seminar has any printed materials documenting associated costs, attach a copy of those materials as well.
- Submit the request to the appropriate division dean or supervisor for approval.
- Submit the request to VPHR/Dean of Faculty for approval.
- Submit the request to the President for final approval.
- When approved, make all necessary travel arrangements for the trip.
- Reimbursement Procedures:
 - After the trip, complete the "LU Expense Report Pgs 1 and 2."
 - Attach all receipts from the trip
 - Also include a copy of the approved "Lindenwood University Request for Professional Travel" form.
 - Submit all paperwork to the Roemer Business Office.
 - Allow at least 72 hours for the reimbursement.
 - A check will be available at the Cashier window unless the faculty member indicated otherwise on the form.

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Appendix I: 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: $Y = S_{10} \cdot (.9434)$

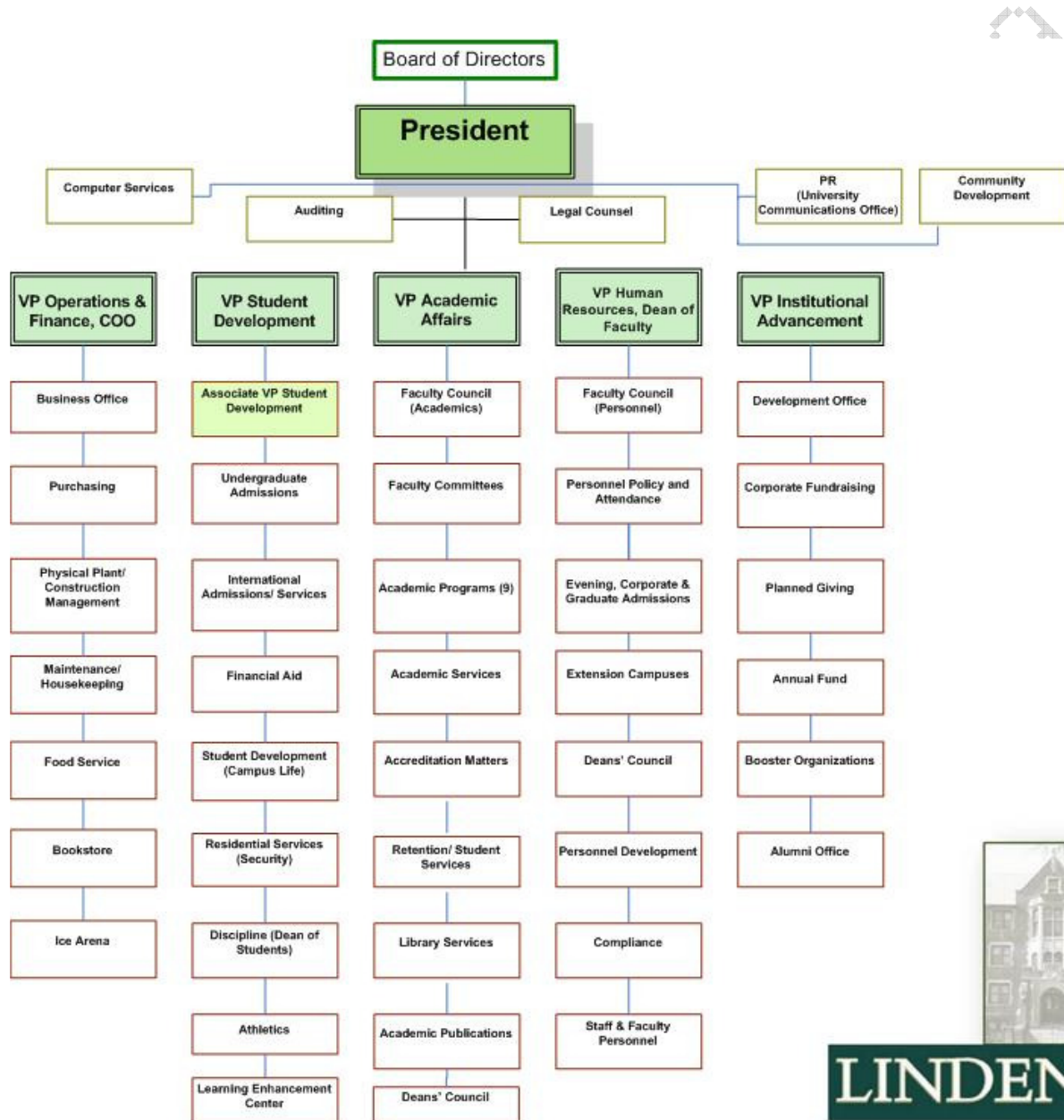
9 months to 12 months: $Y = S_9 \cdot (1.15)$
12 months to 9 months: $Y = S_{12} \cdot (.8696)$

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
 S₉ = 9-month salary
 S₁₀ = 10-month salary
 S₁₂ = 12-month salary

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Appendix J: University Administration Organizational Chart



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Appendix K:
Faculty Committee Handbook

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Faculty Committee Handbook

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Lindenwood University Faculty Committee Handbook

2009 - 2010

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.

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Faculty Council

Communication	Jason Lively (11)	949-4696
	Peter Carlos (10)	949-4513
Human Services	Debra Johnson (11)	949-4193
	Pernell Witherspoon (10)	949-4987
Education	Ken Johnson (11)	949-4847
	Janis Freeman (10)	949-4649
LCIE	Mark Lerman (11)	949-4506
	Billi Patzius (10)	949-4511
Sciences	Jennifer Firestine (11)	949-4188
	Deb Hopkins (10)	949-4720
Business	Jay Hardman (1)	949-4951
	Doug Cannon (10)	949-4343
Humanities	John Bell (11)	949-4401
	Michael Mason (10)	949-4825
Arts	Katrina Bennett (11)	949-4603
	Grant Hargate (10)	949-4859
American Studies	David Knotts (11)	798-2166
VPHR/DOF	Rick Boyle	949-4477
VPAA/Provost	Jann Weitzel	949-4846

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 VPHR and Dean of Faculty (hereinafter referred to as “Dean of Faculty”), and the Provost and VPAA (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 Committee

Committee Members

Institutional Research	Don Heidenreich	949-4414
Music	Joe Alsobrook	949-4164
Education	Cynthia Byce	949-4618
Nonprofit Administration	Gerald Blasi	949-4601
Philosophy	David Brown	949-4411
Political Science	Joe Cernik	949-4810
English	Mike Feters	949-4121
Mathematics	Wojciech Golik	949-4701
Dance	Janet Strzelec	949-4306
Art	John Troy	949-4856
Foreign Language	Betty Heyder	949-4824
CMS	Steve House	949-4889
Social Work	Mike Jacobsen	949-4391
Sociology	Ray Scupin	949-4730
Psychology	Bruce Kelly	949-4732
LCIE	Rita Kottmeyer	949-4523
Religion	Michael Mason	949-4825
Biology	Paige Mettler-Cherry	949-4710
Counseling	Jan Munro	949-4529
Business	Annette Najjar	949-4876
Criminal Justice	Gene Overall	949-4407
Chemistry	Tammi Pavelec	949-4454
Earth Science	Edward Perantoni	949-4705
Theatre	Larry Quiggins	949-4850
Psychology	Chris Scribner	949-4707
Communications	Deb Nicolai	949-4112
Communications	Curt Billhymer	949-4888
American Studies	Andy Thomason	949-4552

Governance Purpose and Function

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

Membership and Term of Service

The membership of the Assessment committee consists of department /school assessment officers representing the majors at the University, thus also representing each academic school. In most cases, department chairs remain members of the assessment committee as long as they hold the position.

Officers

The Dean of Institutional Research serves as the chairperson of the Assessment Committee. The members of the Assessment committee appoint 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 Assessment committee meets once per semester during the academic year, or more often is required. The meeting date is set based on the teaching schedules of the members. The chairperson of the Assessment 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 will include but are not limited to

1. Guidance in the areas to be assessed
2. Guidance in methods used to assess
 - a. General education
 - b. All University majors
 - c. All graduate majors
 - d. All University programs (i.e. student life)
3. Review of nationally normed survey instruments (NSSE/BCSSE)
4. Assessment of programs at all levels (bachelor's, master's, doctorate)
5. Assessment of programs at all sites, including both the heritage campus and extended sites
6. Compilation of the yearly assessment reports
7. Continued expansion of capstone classes
8. Assessment of online courses as the number of such classes is expanded

Processes

Issues, questions, and tasks may be conveyed to the Assessment Committee by the faculty as a whole, a colleague, a department, a school, the Deans' Council, the VPAA/Provost, the

President, or another committee or task force. The Assessment 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 Assessment Committee, those items are added to the agenda. At a subsequent Assessment 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.

Submission of committee's report/recommendation

The annual product of the Assessment committee is the Assessment Report. The Dean of Institutional Research works with departments individually to ensure that general education courses are being assessed and that major area courses are being assessed. The departments submit their reports to the Dean of Institutional Research in May of each year, and the Dean works to compile the reports and write summaries of each area. The report is then reviewed and printed in the fall. It is also posted on a SharePoint in the University's internal computer network for review by all members of the faculty and staff.

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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 VPAA

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 VPAA, 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)

Committee Members (two-year term; one rep per division):

Sciences	Ed Perantoni	949-4705	Term Expires May 2011
Business	Mira Ezvan	949-4830	Term Expires May 2011
Humanities	Daniel Plate	949-4362	Term Expires May 2011
American Studies	Joseph Lovell	798-2005	Term Expires May 2011
Communications	Debbie Nicolai	949-4112	Term Expires May 2010
Human Services	Gerald Blasi	949-4601	Term Expires May 2010
Education	Terry Stewart	949-4656	Term Expires May 2010
Arts	John Troy	949-4856	Term Expires May 2010
LCIE	James Horstmeier	949-4504	Term Expires May 2010
Academic Services	Barry Finnegan	949-4455	
Provost	Jann Weitzel	949-4846	

Governance Purpose and Function

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.

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 VPAA, 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 VPAA, 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 VPAA. 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 VPAA will present the proposal to the Dean's Council.

If the proposal is approved by the Deans' Council, the VPAA 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.

DIET 12.08.09

General Education (GE)

Committee Members (two-year term; one rep per division):

Education	William Blackburn	949-4842	Term Expires May 2011
Communication	Ben Scholle	949-4166	Term Expires May 2011
LCIE	Charlene Engleking	949-4507	Term Expires May 2011
Human Services	Gene Overall	949-4407	Term Expires May 2011
Arts	John Troy	949-4856	Term Expires May 2010
Sciences	Christopher Scribner	949-4707	Term Expires May 2010
Business	Robert Allen	949-4736	Term Expires May 2010
Humanities	Kris Smith	949-4775	Term Expires May 2010
CAMS	Adam Ulrich	949-4978	
Provost	Jann Weitzel	949-4846	
Assessment	Don Heidenreich	949-4414	

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 VPAA/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 VPAA/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 VPAA/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 VPAA/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.

DIATE 12.08.09

Academic Standards and Process Committee (ASPC)

Committee Members

Sciences	John Cawly (11)	949-4679
Business	Chryssa Sharp (10)	949-4410
Education	Sherrie Wisdom (10)	949-4478
Fine and Performing Arts	Larry Quiggins (11)	949-4850
Communication	Rift Fournier (11)	949-4604
Human Services	Julie Turner (10)	949-4652
Humanities	Keith Russell (11)	949-4641
LCIE	Angela Holden (10)	949-4551
Assessment	Don Heidenreich	949-4414
Registrar	Christine Hannar	949-4625
VPAA	Jann Weitzel	949-4846

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 VPAA/Provost (hereinafter referred to as the VPAA) 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 VPAA 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 VPAA, 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 VPAA for review and action.

Any general standards evaluations or proposals for modification of academic policy or criteria are reported to the VPAA, 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 VPAA will take the proposal to the President for approval or declination.

DIET 12.08.09

Institutional Review Board (IRB)

Committee Members

Sciences	Michael Stein	949-4733	Term Expires May 2011
Business	Ralph Wiedner	949-4737	Term Expires May 2011
Humanities	Hollis Heyn	949-4854	Term Expires May 2011
Arts	Tim Poetner	949-4855	Term Expires May 2011
Communication	Bob Wigginton	949-4761	Term Expires May 2011
Human Services	Jeanie Thies	949-4689	Term Expires May 2010
Education	Susan Isenberg	949-4709	Term Expires May 2010
	Michael Rankins	(618)222-1050	Term Expires May 2010
	Stephen Sherblom	949-4759	Term Expires May 2010
LCIE	Cindy Manjounes	949-4522	Term Expires May 2010
Assessment	Don Heidenreich	949-4414	
Nixa	Sherry DeVore	(417) 881-0009	

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 VPAA.

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.

Agenda-Item Categories

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

Processes

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3. Hypothesis
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5. Logic and organization of the research

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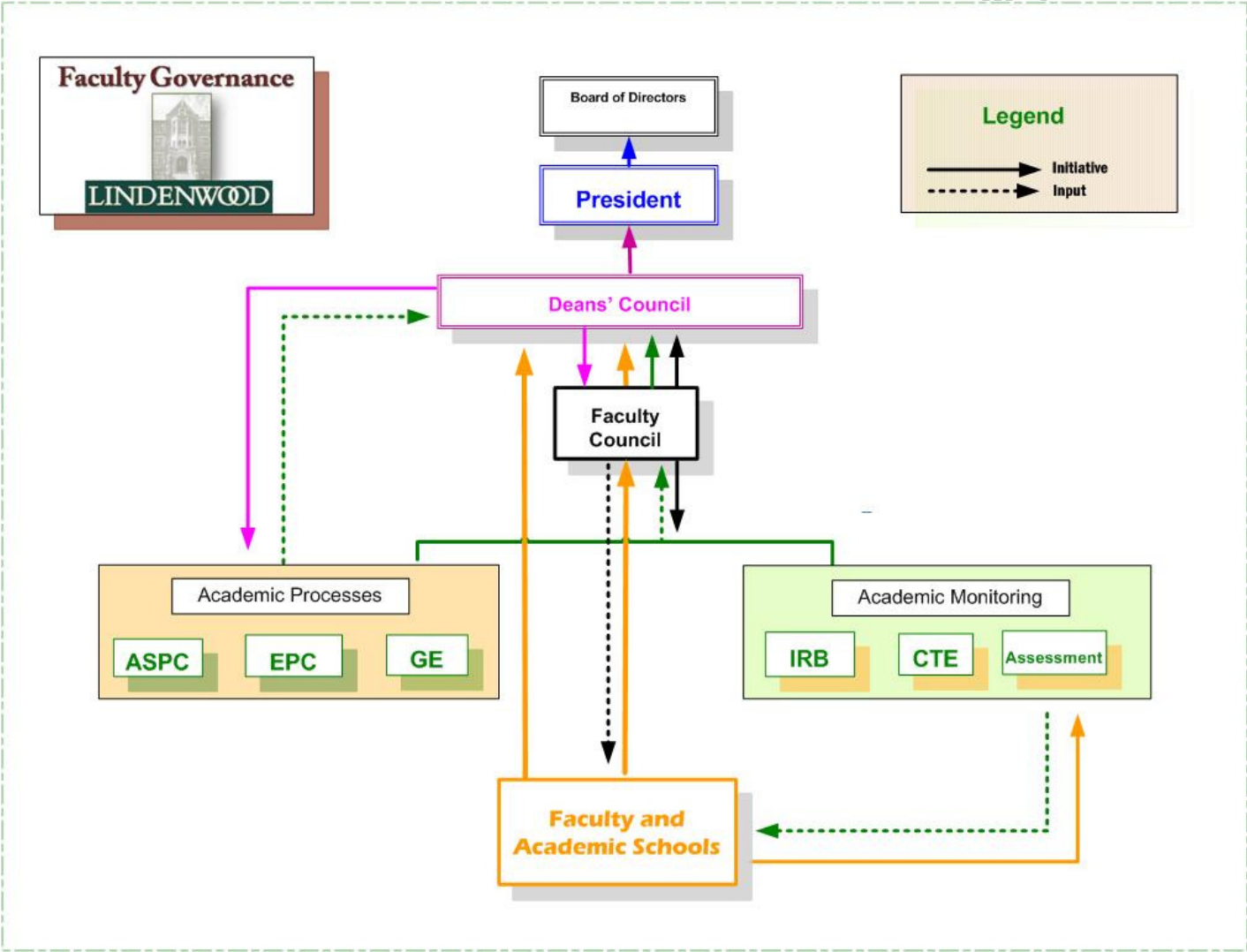
1. Approved
2. Approved with revisions
3. Denied (submitter may choose to rewrite and resubmit)

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).

(See Faculty Governance Chart Next Page)

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Decision-making Process



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