

FACULTY HANDBOOK

August 2023

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CHAPTER 1

University Governance

1.1 HISTORY

Begun by Methodists in 1859 as an institution pioneering in coeducation, the Valparaiso Male and Female College was forced by the effects of the Civil War and a changing educational philosophy to close its doors in 1871. It was revived in 1873 by an enterprising educator, Henry Baker Brown, as the Northern Indiana Normal School. He renamed it Valparaiso College in 1900. He acquired the Northern Indiana Law School (founded in 1879) in 1905. The school was rechartered in 1906 as Valparaiso University. During the next 20 years, this proprietary institution won national recognition as a vital, low-cost, no-frills school of higher learning that served thousands of students who otherwise might not have been able to afford a good education. Many alumni from this period achieved distinction in their fields as governors, educators, legislators, scientists, artists, business leaders, and other professionals.

After World War I, the University declined and declared bankruptcy. In 1925, The Lutheran University Association purchased it, beginning the modern phase of its history. The Association, an Indiana corporation composed of men and women originally affiliated with The Lutheran Church-Missouri Synod, but now also including many members of the Evangelical Lutheran Church in America, is an independent organization actively promoting Christian higher education.

During the decade after World War II, Valparaiso University participated fully in the tremendous expansion of American higher education, quintupling its enrollment. Engineering, which had been taught at the University since 1873, became a College in 1949. When the engineering student body subsequently built its own building, it not only created the lore of which legends are made but also symbolized the idealism and dedication invested by the whole community in building a distinctive university. During the 1960s, the University established a Graduate division (1963), Colleges of Business Administration (1964) and Nursing (1968) and Christ College, the Honors College (1967).

The expansion required building a new campus. During the 1940s the University acquired properties east of its original campus, building the Chapel at its center. Since 1949, 57 new buildings have been constructed. In 1984, the original campus became the site of the new School of Law building. It stands next to Heritage Hall, the sole signifier of the University's founding era and listed on the National Register of Historic Sites.

During this expansion, the University found support among its constituencies, including a relatively young body of alumni, not only to build the new campus, but also to begin growing an endowment which today approaches \$130,000,000 and to maintain faculty salaries at competitive levels. This triple task continues. More importantly, the University achieves academic excellence and honors its religious heritage. Pursuing both goals with equal vigor, it has won recognition as a distinctive and respected leader in higher education, clearly ranked among the finer institutions of higher learning in the nation.

1.2 MISSION

Valparaiso University, a community of learning dedicated to excellence and grounded in the Lutheran tradition of scholarship, freedom, and faith, prepares students to lead and serve in both church and society.

Vision Statement

Valparaiso University will be renowned worldwide for preparing women and men who are highly sought for their knowledge, character, integrity, and wisdom.

Area Vision Statements

Academic Excellence

Valparaiso University will provide an intellectually rigorous, innovative education that is grounded in the arts and sciences and that integrates liberal education and professional studies.

Lutheran Leadership

Valparaiso University will be a distinguished Lutheran community of learning constituted by people of many and various beliefs and backgrounds in dialogue with one another in common pursuit of truth.

Student Experience

Valparaiso University will be a vibrant community that integrates learning experiences both inside and outside of the classroom so its students build enduring friendships and capacities for lifelong learning, leadership, and service.

Diversity and Inclusion

Valparaiso University will be a diverse community, which includes and purposefully supports diversity in all aspects of university life and beyond.

Internationalization

Valparaiso University will be acclaimed for the vitality of its international programs, which empower both U.S. and international students to lead and thrive in a global community.

Faculty/Staff

Valparaiso University will create a collegial environment that fosters the personal and professional development of its faculty and staff, supporting creativity, innovation, research, and scholarship.

Regional Engagement

Valparaiso University will seize and create opportunities for service and leadership, engaging the regional community in activities and initiatives that enrich its social and cultural environment and that reflect the University's crucial role in economic development.

Economic Vitality

Valparaiso University will have a successful business model that consistently generates sufficient annual revenue to support a dynamic learning and social environment and provides opportunities for strategic investment and innovation in those programs that will have a vital impact on students and society.

Engaged Alumni

Valparaiso University will foster life long engagement with its alumni that encourages communication and active involvement in a mutually beneficial and enduring relationship.

Core Values

Academic values

Excellence in teaching

Encouragement of a questioning spirit through freedom of thought and expression

Experiential and integrated teaching and learning

Close relationship among scholarship, research, teaching, and learning

Resourcefulness in seizing new curricular and learning opportunities

Communal Values

Integration of faith and reason

Importance of study within a living/learning community

Concurrent cultivation of intellectual, moral, and spiritual virtues

Close interaction among students, faculty, and staff

Education for people at all stages of their lives

Environmental stewardship

Widest possible economic accessibility for students to the University

Collaboration and transparency in University governance

1.3 LUTHERAN CHARACTER

Ever since 1925, Valparaiso University has sought to manifest its Lutheran character.

Although the intellectual traditions of the West pre-date the rise of Christianity, the university as such was a creation of medieval Christianity. For most of its history the Christian faith nourished Western civilization, its great thought and art, its scientific inquiry and research, its courage and hope for a better world – even its controversies with the Church itself!

Since its inception as a reforming movement within the Christian Church, Lutheranism has grappled with issues of broad cultural significance. A major theme of Lutheranism is that the secular realm in its integrity is a realm of authentic and valued life under God. Thus, the first requirement for a Lutheran university is that it be an excellent institution of higher education, functioning according to its inherent nature and purposes that include especially the preservation, enlargement, and communication of learning. A university is a forum for free inquiry, a crossroads where competing opinions and beliefs meet and are tested. A Christian university in a pluralistic world is a place where Christian faith stands on an equal footing with rival and allied points of view in an environment congenial to faith.

The secular critical spirit essential to the modern university is often in fruitful tension with the environment of faith, but the faith is itself both affirming and critical. Furthermore, Christian faith, far from inhibiting freedom of inquiry, stimulates the search into the nature of things. To faith, the world appears as given by God and sustained by Him with purpose, order, and meaning – despite all appearances. Christian faith inspires a restlessness to know and explore that world, a sense of vocation to render it intelligible and serviceable for people, and a calling to enter into that service of people. This point of view brings with it high standards and a quest for excellence that is deeply rooted in religious response.

Valparaiso University seeks to ensure a significant Lutheran presence and voice among its faculty and students; yet a university by its nature requires a diversity of viewpoints. Cherishing the truth of many perspectives as well as the heritage of Christendom, the University welcomes the company of men and women of all creeds who bring to the community high competence, a strong commitment to humanistic learning, and a willingness to understand and relate to the Christian intellectual and moral tradition even though some might withhold personal religious commitment. What can never be compromised, however, is the dignity of the human person, whether faculty member or student, rooted in the Christian vision of men and women as redeemed children of God.

A Lutheran university is related to the church as well as to society. It seeks to prepare its graduates to make intelligent contributions to church and society and offers direct services to its constituent church bodies as well. The environment of faith does not develop automatically but must be sustained by the free proclamation of the Gospel and administration of the sacraments, by the imaginative presence of the Church on campus, and by the recruitment of sympathetic university members who wish to contribute to the life of learning and to the life of the church.

By combining a robust secularity, the spirit and methods of the modern university, and the tradition and symbols of the Christian faith, Valparaiso University aims to restore Christian intellectual and moral life to the mainstream of contemporary culture, and thus to make a distinctive contribution to the church and to society.

1.4 BOARD OF DIRECTORS

Valparaiso University is owned and operated by The Lutheran University Association, Inc., doing business as Valparaiso University. Membership in the Association consists of those persons who have served or are serving on the Board of Directors of The Lutheran University Association, Inc.

The management of the Association is vested in a Board of 42 directors, including the President of the University, the President of the Valparaiso University Guild, and the President of the Valparaiso University Alumni Association. The Chair of the Board is elected annually. Seventy-five percent of the members of the Board shall be members in good standing of Lutheran congregations.

The President of the University is the head of all the educational departments in the University, and is the official medium of communication between the faculty and the Board, and between the students and the Board. All educational requirements and all rules or regulations of the University are subject to the approval of the Board after appropriate consultation with the faculty through the President.

1.5 THE FACULTY

The Faculty is the principal advisor to the President. Except when meeting in plenary session, or when operating through its Senate, the Faculty delegates advisory and legislative functions not reserved to it in

Article II. Section 1 of "An Instrument of Internal Governance of Valparaiso University" to the University Council. It has the authority to rescind or modify all actions of the University Council.

1.6 UNIVERSITY COUNCIL

All matters of mutual or common concern to the University, except those specifically reserved to the faculty or the Faculty Senate, or the Student Body, are subject to the authority of the President under the jurisdiction of the University Council. All its actions may be rescinded or modified by the Faculty.

CHAPTER 2

The Academic Articles

2.1 ARTICLE I: THE EXECUTIVE ADMINISTRATION

2.1.1 The President

The President is elected for an indefinite period by the Board of Directors, after consultation with the faculty. The President is the first officer of the University and is vested with full and final authority over all matters pertaining to its government, except as limited by the Bylaws of The Lutheran University Association, Inc.

Ordinarily, the President is guided in setting policy and making decisions by consultation with the other officers, by the deliberations of the University Council, and by the recommendations of the faculty.

2.1.2 The Principal Administrative Officers

The President appoints the following executive officers for an indefinite period of time: the Provost and Vice President for Academic Affairs, the Vice President for Advancement, and other executive officers of the University in areas such as Student Affairs; Administration and Finance; Admission and Financial Aid; and Marketing. These executive officers serve at the pleasure of the President.

2.1.3 Administrative/Advisory Committees

In addition to the administrative committees listed below, the President from time to time appoints advisory committees on a regular or ad hoc basis to assist in various areas.

2.1.3.1 Academic Technology Advisory Committee (ATAC)

The Academic Technology Advisory Committee provides the Office of the Provost with the Faculty's perspective on all matters relating to the implementation of Information Technology (IT) for academic uses through a list of prioritized projects prepared each fall term. Committee members are appointed by the Provost in a manner consistent with the standing Faculty Senate committees.

2.1.3.2 Animal Care and Use Committee

The President appoints the Animal Care and Use Committee. The ACUC reviews and approves any research or teaching activity that involves the use of live vertebrate animals to ensure such activities meet federal guidelines for humane treatment. The committee is composed of one to three University scientists, one licensed veterinarian, one member of the community, and one non-scientist faculty member. The committee meets at least every six months to review research and teaching protocols and to inspect research animals housed on campus. The committee also reviews any expressed complaints or concerns over care and use of research animals on campus.

Faculty who wish to use live vertebrate animals in teaching or research are required to submit a protocol approval form to the ACUC. Current forms are available through the Provost's Office.

2.1.3.3 Budget Review Committee

The President appoints the Budget Review Committee (BRC). Membership includes one faculty member from each college or school and the library. Three representatives are elected by the Provost's Council from among its members. The Provost and Vice President for Administration and Finance serve as ex-officio members.

The BRC provides a review of the budget recommendations proposed by the President's Council. The BRC is not itself a budget committee, but a budget *review* committee. It therefore provides input, from the academic perspective, on recommendations for tuition and fees, salary pools, and allocation of resources to inform the President as the President develops annual budget recommendations for the Board.

2.1.3.4 Campus Planning and Space Committee

Members of the committee are appointed by the President to address immediate needs and questions as well as longer-range planning for the forward movement of the campus master plan, the development of the campus image, and the best use of campus facilities. The ad hoc committee meets as needed. There is no set time for length of service.

2.1.3.5 Committees with Oversight of Information Technology

Membership of the Public/Corporate Communications Committee includes personnel from VU Communications, University Relations, and Information Technology. The chair is selected from VU Communications. This committee is a link to the Marketing Council.

The Public/Corporate Communications Committee is charged with advising the Provost regarding the marketing aspects of the University's Web presence and other electronic communication tools; overseeing all parts of the Web presence developed for internal and external audiences, uniformity for effective branding, and content timeliness.

This committee joins the Academic Technology Advisory Group (formerly called TLTR) and the Administrative Computing Team in providing comprehensive advice on information technology matters at Valparaiso University.

The activities of these three committees are coordinated by a Technology Council composed of the chair and one additional member from each of these committees; a student representative from the IT Student Advisory Council; a representative of the Provost's Office; the Chief Information Officer of Information Technology and Executive Director of University Relations.

2.1.3.6 Council of Deans

The Council of Deans consists of the academic deans, the Chief Information Officer of Information Technology, the Vice President for Student Affairs, and the Dean of the Library, as well as the Provost and the Associate Provost. Advising the Provost, the Council recommends policy in all areas involving academic and student affairs.

2.1.3.7 Honor Council

The Honor Council administers the student-initiated Honor System. The faculty elect twenty-one (21) faculty members to the Honor Council, according to procedures described in the Faculty Senate bylaws.

2.1.3.8 Institutional Review Board

The President appoints the Institutional Review Board. The IRB reviews research proposals involving human subjects and assures that they follow appropriate federal guidelines. The Board consists of at least four (4) faculty members plus an additional member who is not otherwise affiliated with the University.

The four (4) faculty members of the IRB also adjudicate issues involving integrity in faculty research. In adjudicating, the IRB faculty members will invite a fifth faculty member to join the committee ad hoc, preferably from an academic discipline close to the case at hand.

Faculty members engaged in investigation using human subjects are required to consult with the IRB, whose guidelines and policies are available from the Office of the Provost.

2.1.3.9 President's Council

The President's Council is composed of senior level administrators who meet regularly to advise the President on matters about which the President desires counsel. Membership on the President's Council is by invitation of the President. The Council plays no formal role within the internal governance system of Valparaiso University.

2.1.3.10 Strategic Planning Committee

The President appoints the chair and members of the Strategic Planning Committee. Strategic Planning Committee revises Valparaiso University's strategic plan and supervises all aspects of the strategic planning process in every unit of the University.

With the prior approval of the President, the Strategic Planning Committee may do its work by appointing ad hoc committees.

2.1.3.11 Town and Gown Committee

The Town and Gown Committee provides a forum for representatives of the Valparaiso community, the faculty, and the students of Valparaiso University, to discuss matters of mutual interest, share perceptions, correct false information, and advise the Mayor of the City of Valparaiso and the President of Valparaiso University.

Members of the Committee are appointed annually by the Mayor and the President. The Committee includes six (6) community members, six (6) faculty/staff members, and five (5) students. *Ex officio* members include the Mayor, the President, the Director of University Relations, and the Vice President for Student Affairs.

2.2 ARTICLE II: THE ACADEMIC ADMINISTRATION

Administrators are reviewed annually by their supervisors. The review process provides for responses by subordinates and peers.

2.2.1 The Provost and Vice President for Academic Affairs

Within the framework of University policies and procedures, the Provost has responsibility, under the President, for the administration, coordination, and development of all the academic activities and functions of the University, the development of the entire University budget, the recruitment and admission of students, Information Technology, Student Affairs, and the University's business affairs.

The Provost and Vice President for Academic Affairs is appointed by the President for an indefinite period of time and serves at the President's pleasure. In making this appointment, the President shall consult with the faculty and may appoint a Search Committee to assist him/her in the process. The Provost may be assisted in administration by an Assistant or Associate Provost who may be called upon to represent the Provost in various capacities.

2.2.2 Deans of Colleges, Schools, and Library

Within the framework of University policies and procedures, a dean has responsibility, under the Provost, for the administration, well-being, and development of the college, school, or library, its faculty, courses of study, and diverse activities.

The dean of a college, school, or library will meet at least once a year with the faculty of each department in the unit. In units not organized by departments, deans will establish a regular meeting time for the entire faculty to assist in the determination of policies.

The dean may be assisted in the duties of office by associate or assistant deans who are appointed by the President, in consultation with the Provost, upon recommendation of the dean and who perform duties delegated to them by the dean.

The President appoints the dean of a college, school, or library normally with the concurrence of a search committee. When such an appointment is to be made, the Provost advises the college of the scope of the search and facilitates the formation of a committee to solicit and review applicants for the position, conduct interviews, and to report to the Provost its evaluations of the finalists. The committee will consist of at least three (3) members from among the professors and associate professors of the unit selected by the faculty of the unit in consultation with the Provost, up to one (1) additional faculty member from a different unit selected by the Provost in consultation with the faculty members on the committee, the Provost or the Provost's representative, and one (1) member from among the students of the college/school selected by the faculty members of the committee. The chair of this committee is elected by the committee members from among its faculty members. The Provost reports the evaluations of the committee to the President, along with a personal recommendation. Upon appointment, a dean serves at the will of the President.

While feedback to the Provost on the performance of a dean is welcome at any time, every four years the Provost will solicit feedback from faculty, colleagues, and students concerning the degree to which the dean has achieved his or her goals as stipulated in his or her annual workplan. This feedback may be used as a supplement to the dean's annual review.

2.2.3 Chairs of Departments or Heads of Divisions

Department chairs or divisional heads are responsible for the management of departmental facilities, for the annual evaluations of their staff, and for recommendations for their salaries, reappointment, working conditions, and work load, including the scheduling of classes determined not by faculty convenience but by consideration of good pedagogy and availability of facilities. With the advice of their faculty, they make recommendations for the reappointment, promotion, and tenure of the faculty, and for budget formation. They direct and coordinate academic advising, co-curricular activities, course content including syllabi, texts, library resources, and the review and evaluation of courses. They direct, coordinate, and innovate in the definition of major programs and their allied requirements and department or divisional offerings in the area of general education. They maintain liaison with University committees and the administration in order that the goals of the University may be fulfilled. In sum, they are responsible for the administration, well-being, and development of the department or division, its faculty, course of studies, and diverse activities.

The chair or divisional head is appointed by the President, on the recommendation of the Provost, for a stated term of three (3) to five (5) years, and may be reappointed indefinitely.

In a regularly scheduled annual plenary meeting of the year in which the incumbent chair's term expires, the dean will conduct a secret advisory ballot on the choice of chair for the next term. All full-time regular faculty shall have the right to vote and the chair of each department shall supply the dean with a list of eligible voters. The dean then recommends a chair to the Provost. The dean is not bound by the vote but may recommend any candidate from within or without the department. Moreover, the dean may recommend the termination of the chair's appointment after formal consultation with the full-time regular faculty of the department.

2.2.4 The University Registrar

The President appoints the University Registrar to assist the Provost in the work of academic administration, especially in the registration of students and the maintenance of their academic records and transcripts. The Registrar has the authority to establish the schedule of instruction and the use of instructional facilities, subject to the approval of the Provost. The Registrar will create the academic calendar, subject to the approval of the University Council.

2.2.5 The Director of the Brauer Museum of Art

The President appoints the Director of the Brauer Museum of Art who has responsibility, under the Provost, for the development and security of the art collection of the University, and for all public exhibitions of artwork at the University.

2.2.6 The Director of International Studies

The Director of International Studies is appointed by the President and is responsible, under the Provost, for the administration of all study-abroad programs of the University (in China, England, France, Germany, Greece, Japan, Mexico, and Namibia), and provides students with information about opportunities to study abroad not sponsored directly by the University. The Director oversees the admission, orientation, and advising of international students, in close cooperation with appropriate University officers.

2.2.7 The General Education Officer

The General Education Officer is appointed by the President, on the recommendation of the Provost, to supervise, review, and make recommendations concerning the general education program of the University.

2.3 ARTICLE III: THE FACULTY

2.3.1 Membership

All members of the teaching and non-teaching staff of the University described below are members of the faculty.

2.3.1.1 The Regular Faculty

2.3.1.1.1 Teaching Faculty

2.3.1.1.1.1 Adjunct Faculty

The University employs the adjunct designation for faculty teaching a part-time load. These faculty are paid on a per credit basis and may not teach more than sixteen (16) credits in any two consecutive semesters (excluding summer). They are not eligible for benefits. This position is renewable by semester according to University need and does not lead to tenure. Adjunct faculty may be ranked according to experience and preparation.

2.3.1.1.1.2 Lecturer and Clinical Faculty

The University appoints lecturers and clinical faculty on a non-tenure-track basis. Such appointments are useful in meeting special needs of a discipline and in providing better service to students. These faculty receive annual appointments for at least a seventy-five percent (75%) workload and are eligible for benefits. Clinical faculty may be ranked according to experience and preparation. Lecturers may or may not possess the customary terminal degree. Unless otherwise specified, for the remainder of this document all Lecturers and Clinical Faculty are considered “full-time.”

2.3.1.1.1.3 Visiting Faculty

Visiting faculty are full-time non-tenure appointments, and never exceed three (3) years. Visiting faculty may be ranked according to experience and preparation.

2.3.1.1.1.4 Instructor

The requirements for the rank of instructor are the same as those for assistant professor except that the instructor may not yet possess the proper terminal degree or its equivalent.

2.3.1.1.1.5 Assistant Professor

The assistant professor should ordinarily possess the doctor’s degree or its equivalent, or in certain professional fields the appropriate professional degree. The assistant professor should have demonstrated teaching ability, interest in students, interest in collegial and service activities, and sufficient scholarship necessary to assure personal and professional growth.

2.3.1.1.1.6 Associate Professor

The associate professor should possess the same qualifications for appointment as the assistant professor, should have demonstrated strong teaching ability, a salutary influence on students, significant achievement in scholarship, service to the University community, and good standing among colleagues.

2.3.1.1.1.7 Professor

The professor is an exemplar among the faculty, having assembled a portfolio of clear accomplishment since the promotion to Associate Professor across all areas of faculty

work. A candidate for this rank should demonstrate that she or he a) is an accomplished teacher, having an ongoing commitment to excellence in teaching and student learning; b) is engaged in the national or international conversation within her/his domain of study, with notable accomplishments and recognition in scholarly, artistic, or other relevant communities; c) has shown sustained growth, maturity, and advancement within his/her profession and, more broadly, within the academy; and d) has a deep commitment to the welfare of the campus community as well as, when appropriate, the local community and/or region.

2.3.1.1.1.8 University Professor

From time to time a member of the faculty may be appointed University Professor. This designation is not a rank but an appointment to teach and write in areas that are not easily determined by conventional departmental boundaries. While such faculty may be affiliated with one or more departments, they report directly to the Provost and may teach in areas determined by the Provost in consultation with relevant deans and faculty.

2.3.1.1.1.9 Proportion of Non-Tenure-Track Faculty

Generally, no more than 35% of the FTE faculty may have adjunct status as reported to Integrated Postsecondary Education Data System (IPEDS) each fall semester. Further, no more than 15% of the student credit hours generated in a given academic year may be attributed to the adjunct, lecturer, and clinical categories of faculty.

2.3.1.1.2 Library Faculty

Faculty status for librarians acknowledges their participation in the processes of teaching and research, and makes them full partners in the academic enterprise of the University. Titles vary with position. Academic ranks are defined below. (See Association of College and Research Library statement on Faculty Status of College and University Librarians for additional background information.)

2.3.1.1.2.1 Instructor

The requirements for the rank of instructor are the same as those for assistant professor except that the instructor may not yet possess the proper terminal degree or its equivalent.

2.3.1.1.2.2 Assistant Professor

Library faculty should possess a master's degree from a program accredited by the American Library Association (or an equivalent degree as recognized by the ALA). The assistant professor should demonstrate ability as a librarian, interest in students, interest in collegial and service activities, and sufficient scholarship necessary to assure personal and professional growth.

2.3.1.1.2.3 Associate Professor

The associate professor should possess the same qualifications for appointment as the assistant professor, should have demonstrated strong ability as a librarian, a salutary influence on students, significant achievement in scholarship, service to the University community, and good standing among colleagues.

2.3.1.1.2.4 Professor

The professor should possess the qualifications required for appointment as associate professor, should have maintained excellence as a librarian and exemplary service to the University community, and should have achieved notable scholarly accomplishments and recognition beyond the campus in the scholarly or professional communities.

2.3.1.1.3 Administrators and Staff with Faculty Rank

Administrators and other full-time staff members may be offered an appointment to the teaching faculty. While promotion and tenure should relate primarily to major academic responsibilities, administrators who teach and conduct research are not in principle barred from promotion and tenure. Relevant details for each appointment should be made a part of the letter of appointment at the beginning of an administrator's assignment. In general, administrators seeking promotion and tenure will require more time in rank before being eligible for promotion or tenure evaluation.

2.3.1.1.4 Graduate-Approved Faculty

Before teaching courses in the Graduate School (i.e., graduate-only courses or courses intended primarily for graduate students, not those co-listed as graduate and undergraduate courses populated by a majority of undergraduate students), faculty – whether part time or full time – must be approved by the Associate Provost for Graduate and Online Education. In the case of full-time faculty, the Associate Provost for Graduate and Online Education will approve faculty following their review by the Council of Graduate Program Directors. The Council of Graduate Program Directors will recommend faculty to the Associate Provost for approval based on their academic credentials, relevant professional experience, and other information pertinent to their appointment (e.g., graduate teaching record, contribution to the Graduate School through service as a Program Director or Graduate EPC Member, etc.). In the case of part-time faculty, the Associate Provost for Graduate and Online Education will consult the Council of Graduate Program Directors whenever feasible, but may make approvals on short notice as needed. Whether full-time or part-time, these faculty are hereafter referred to as graduate-approved faculty.

Approval for full-time faculty is for an initial period of three years, and may be renewed for subsequent terms (of up to three years each) by the Associate Provost in consultation with the Council of Graduate Program Directors. Approval may be withdrawn for good cause at any time by the Associate Provost in consultation with the Council of Graduate Program Directors.

2.3.1.2 Other Faculty

2.3.1.2.1 Professor Emeritus

A member of the faculty will be advanced to emeritus status when meeting the following qualifications:

1. The member must be 60 years of age or older.
2. The member must enter full retirement.
3. The member must have performed meritorious service at Valparaiso University for not less than ten (10) years immediately prior to his or her retirement.
4. A member who meets the preceding qualifications must be recommended for advancement to emeritus status by the dean of the college of which he or she is a member, and approval must be granted by the President and Board of Directors of the University.

2.3.1.2.2 Senior Research Professor

Senior faculty who are active professionally and would benefit from continued association with the University even as they step down from full-time teaching can apply for the position of Senior Research Professor. This designation will be granted by the President on recommendation of the Provost to faculty members who are eligible for retirement benefits, who are no longer on the payroll of the University as full-time employees, and who merit

this designation on the basis of scholarly and professional productivity. Senior Research Professors will have three-year renewable terms.

2.3.1.2.3 Faculty Fellows

Faculty Fellows are individuals invited to join the Valparaíso University faculty for a limited period of time (e.g. one semester, one year, two years) in order to participate in academic professional development programs sponsored by the University. While these individuals are on campus, they will join the faculty in teaching, scholarship, and citizenship activities as defined by their program. Appropriate credentialing for Faculty Fellows will be established by the program directors in consultation with, and review by, the appropriate dean and the Provost. Fellows will be considered full-time, benefit eligible faculty during their stay on campus with their appointment letters specifying whether they are on nine-month or twelve-month appointments.

2.3.1.2.4 Associate and Senior Associate

Persons who do not hold regular paid appointments or employment with the University but contribute to its educational mission of teaching/instruction, scholarship, and service in a sustained and ongoing way may be offered Associate or Senior Associate status. These appointments are made for terms up to three years and have no tenure or other faculty rank implications. Details regarding each appointment, including an understanding of privileges and academic and service responsibilities of the appointee, should be included in any appointment recommendation from a dean or unit head to the Provost. Appointment, re-appointment, and termination of appointment is made at the discretion of the Provost.

2.3.2 Faculty Qualifications

2.3.2.1 General Qualifications

Valparaíso University seeks to attract and retain a distinctive and competent faculty who share the purposes and goals of this church-related institution. While the University gives primary emphasis to effective instruction, it holds that high-quality teaching is inseparable from scholarly and creative effort, and it expects that members of its faculty will ground their teaching in scholarship, research, and creative activity, and will engage in a wide variety of services to the University. Valparaíso University stands in a humanistic tradition that draws its essential strength from the Christian faith. While it neither requires a specific religious subscription of its faculty nor places any sectarian limits on what can be expressed or taught, its integrity requires that faculty respect the Christian faith, support the stated purposes of the University, and consider their work at the University in the light of these purposes.

2.3.2.2 Possession of the Appropriate Terminal Degree

Faculty members may be appointed without having finished the terminal degree, but candidates for tenure shall normally have it. Ordinarily this would be the Ph.D. Rulings on the acceptability of other degrees will be made by the President at the request of the candidate. The appropriate terminal degree for Library faculty is a Master's degree in librarianship awarded by a program accredited by the American Library Association.

2.3.2.3 Equal Opportunity Employment

Valparaíso University is an equal opportunity employer. The coordinator of the University's Equal Opportunity Program administers the Affirmative Action Compliance Plan. The University supports the goals and purposes of affirmative action. This means that the University makes no distinction among candidates and employees on the basis of race, color, gender, national origin, age, or handicap. Until it achieves appropriate diversity, the

University prefers women and minorities when considering candidates of similar competence. The University may prefer to maintain a proper balance of junior and senior faculty. To maintain its character as a Lutheran University, it prefers faculty members who have a strong appreciation for the church and a church-related university.

2.3.2.4 Essential Faculty Functions

The University articulates these essential functions in the spirit called for by the AAUP to provide a useful framework for professional responsibility and to reduce for all faculty members the prospect of arbitrary charges of neglect of duties or incompetence. It also provides the university with a basis for providing reasonable accommodations for faculty who may be in need of them.

While these essential functions apply to faculty members throughout the University, individual colleges, departments, and programs may articulate additional essential functions owing to the distinctive characteristics of faculty work in those disciplines.

Faculty members must be physically and mentally capable of performing the following essential functions in the execution of the responsibilities of their appointments:

- Read complex and specialized materials, including research in their fields and student work in their classes.
- Interpret information, form conclusions, and otherwise demonstrate mental agility, such as by evaluating student work or conducting scholarship or creative work in their disciplines.
- Provide meaningful, accurate, and punctual feedback to students on their work and performance.
- Communicate appropriately, accurately, and effectively with students and peers, including clear and intelligible speaking and writing.
- Attend regularly their classes, department meetings and events, and meetings of any committees on which they may serve.
- Shoulder their share of the workloads of their departments, including contributions to assessment, program review, curriculum review and revision, student recruitment and retention, academic advising, and peer review.
- Fulfill the requirements of our faculty workload model and the performance expectations for faculty members outlined in this *Faculty Handbook*, which include a combination of teaching, scholarship, professional development, and campus citizenship.

Valparaiso University supports and acknowledges that qualified faculty members with disabilities deserve the same protections and opportunities as qualified faculty who are not disabled. Consistent with the relevant federal and state laws, Valparaiso University's policies prohibit discrimination against qualified faculty with disabilities.

Valparaiso University's Disabilities in the Workplace Policy sets forth the process whereby qualified disabled faculty can seek reasonable accommodation for disabilities. That process can be found at <https://www.valpo.edu/general-counsel/files/2015/12/Disability-Policy.pdf> or a copy can be obtained at the Human Resource Services office.

2.3.3 Academic Freedom and Responsibility

2.3.3.1 Definition

Valparaiso University is committed to academic freedom, for only with such freedom will the members of the University who teach and learn be able to benefit society by judgments and criticisms which might otherwise be withheld because of fear of offending a dominant social group or a transient social attitude. It is therefore the common good that is served by the free search for truth and its free exposition. Correlative with academic freedom is the responsibility of the teacher and student to be honest in their judgments, independent in their criticisms, and conscious of the seriousness of the teaching and learning process.

2.3.3.2 Academic Freedom and Professional Practice

Academic freedom guarantees members of the faculty the freedom to investigate, teach, and publish in their various areas of competence without fear of retaliation in pursuit of the truth in the realm of ideas. The concept of academic freedom cannot be used to justify improper practice in the administration of courses, in teaching or testing methods, in relationships with students or colleagues, or in relationships to administrative supervisors.

2.3.3.3 Procedures for Hearing Alleged Violations of Academic Freedom and Responsibility

Since the above correlatives of academic freedom and responsibility have been expressed as general principles rather than specific rules, the following procedure establishes due process in interpreting and applying the principles in specific cases.

If any member of the University feels there has been a violation of academic freedom and/or responsibility and has not been able to secure satisfaction by other means, that member may submit a complaint and request for a hearing to the Committee on Academic Freedom and Tenure Hearing. The regulations governing hearings on matters of academic freedom and responsibility shall be the same as those governing hearings on matters of tenure.

2.3.4 Standards for Evaluating Faculty

The University evaluates faculty work using four categories. These categories – teaching, scholarship, professional development, and campus citizenship – are described in the sections below. The University also recognizes that the relative weight and attention that faculty members pay to each of these four categories will vary depending on a faculty member's rank and will change through various stages of his or her career. It is incumbent on each college, therefore, to articulate the expectations of these stages to guide the fair evaluation of their faculty members in all ranks.

Adjunct faculty are only evaluated on their teaching. Full-time non-tenure track faculty are evaluated on teaching, professional development, and campus citizenship, with the specific weight given to each category determined by the faculty member's annual work plan. For tenure-track faculty, teaching commands more weight in the lead up to tenure, while scholarship becomes increasingly important as one advances in rank to full professor.

2.3.4.1 Teaching

At Valparaiso University, effective teaching carries the greatest weight in faculty evaluation and other factors cannot compensate for a failure to demonstrate it. Effectiveness includes mastery of the subject matter, the ability to stimulate the intellectual abilities of students, and the ability to communicate skills, methods, content, and ethics of one's discipline. Faculty should engage in regular reflection on course content, structure, and methods to ensure

effective teaching. If such reflection reveals deficiencies in any of these areas, courses should be revised accordingly. Effectiveness also assumes that, when appropriate, faculty members acquaint students with the relations between their disciplines and other intellectual perspectives, including their bearing on the moral, social, and religious dimensions of the issues in question. Effective teaching assumes engagement in stimulating the intellectual development of colleagues through disciplinary and appropriate interdisciplinary work, especially through course development and participation in faculty seminars and colloquia.

For Valparaiso University library faculty, professional academic librarian performance carries the greatest weight in faculty evaluation and other factors cannot compensate for a failure to demonstrate it. Library faculty are responsible for the library collection (in all formats): its access, dissemination, and preservation; and for students' information literacy instruction: teaching them how to access information intelligently, efficiently, and with integrity. Faculty use their knowledge and skills "to perform professional level tasks that contribute to the educational and research mission of the institution." (ACRL Guideline for the Appointment, Promotion and Tenure of Academic Librarians.) Effective faculty advance the library's educational mission and have a positive impact on identified constituencies, the library, the University, the community, or the profession. Effective professional academic librarian performance assumes faculty maintain a high level of professionalism, while continually improving through growth and innovation. Effectiveness includes the use of initiative, critical thinking, intellectual rigor, creativity, leadership, collaboration and teamwork in the course of one's work.

2.3.4.2 Scholarship

Valparaiso University favors a broad understanding of scholarship that accounts for the University's three constituencies - the academy, the church, and society - and recognizes that scholarly work may be made public in a variety of forms. All scholarship, however, must deploy disciplined learning, closely informed by thorough research, to edify and serve audiences that extend beyond the boundaries of the immediate University community.

Scholarship can take many forms, including publication of research and pedagogy in print and electronic media, lectures and presentations, submission of competitive grant proposals, artistic performances, and consultancies. Though the departments and colleges judge best what constitutes scholarship, in all instances scholarship will be assessed in terms of both its audience and its quality.

2.3.4.3 Professional Development

Professional development includes all activities, other than scholarship, that involve faculty in the current conversation of their disciplines and professions. Significant and extended service to professional societies, accrediting agencies, and academic associations; appraisals of manuscripts submitted for publication to university presses or scholarly journals; review of grant applications submitted to government agencies or learned and professional societies: all of these activities would count as instances of professional development. Other examples include attending workshops, organizing conferences or conference sessions, and membership on ad hoc professional committees. For tenure-track faculty, none of these activities, however, compensate for deficiencies in teaching or scholarship which will weigh more heavily than professional development for purposes of faculty advancement.

2.3.4.4 Campus Citizenship

The University also values and expects a collegial relationship among its faculty. This includes civility in discourse and a willingness to "carry one's share of the load" in teaching,

advising, research, committee work, and other forms of University service. The quality of contributions, not merely the numbers of committees and assignments, remains a significant consideration.

The University also values other essential elements of campus citizenship, including contributions to planning and governance, leadership in achieving the goals of the department, college, and University (which include student recruitment and retention), working with students outside the classroom, and extending the resources of the University to the church and the wider community. Activities such as academic advising, mentoring, and supervising student research support effective teaching and are considered necessary dimensions of campus citizenship.

2.3.5 Faculty Evaluation

Whereas the previous section outlined the four main categories of faculty work, the following section identifies clear expectations intended to guide the evaluation of this work and the annual process of performance review. The stated expectations depict a standard annual performance level that all full-time faculty members should be able to maintain year in and year out. Wherever possible, the specific standard for a given expectation should be established by faculty members in a particular college or department in consultation with the appropriate dean. The end of this section also includes procedures for possible cases of unsatisfactory performance.

2.3.5.1 Annual Evaluation Principles

Each faculty member will be evaluated annually for the formative purposes of achieving and maintaining excellence as a member of the faculty, and for the summative purposes of reappointment, promotion, tenure, and salary recommendations.

For full-time faculty, this annual process includes several procedural components with input from multiple individuals in the evaluation of each faculty member. Each full-time faculty member, for example, will conduct a self-evaluation relative to the goals established in the previous year's work plan. Students and (when appropriate) peers will provide additional feedback on teaching. The dean or department chair will then be responsible for interpreting this evidence, sharing the results with the faculty member, and drawing on the results for salary recommendations, tenure and promotion recommendations, non-reappointment decisions, and determinations of unsatisfactory performance (as outlined in section 2.3.5.7). This information will then shape the work plan for the following year.

Since the outcome of the annual review of each full-time faculty member becomes part of the dean's or chair's annual salary recommendation, each faculty member is to be informed of the relationship between his/her annual salary and performance evaluation.

Section 2.3.5.4 explains the time line for this process, while Appendix K contains a chart and a list of key procedural items.

The Standards for Evaluating Faculty described in the previous section provide the basic framework of evaluation of all faculty. In applying these standards, the University recognizes that various colleges and departments have different missions and goals that may call for appropriate adjustment in the goals and objectives of individual faculty members.

Tenure-track faculty who have not yet achieved tenure should remain fully attentive to all categories, while recognizing that teaching is primary and scholarship is secondary. With

tenured and senior faculty, any of the categories described in the Standards for Evaluating Faculty may receive different emphases at particular periods of their career, reflecting changes in either individual, departmental, or college goals. For instance, some faculty members may be striving more intensively to develop new methods of teaching, while other members may be more fully engaged in the pursuit of scholarship or creative work. Such shifts in emphasis, however, should be clearly articulated in the goals of the faculty member's annual work plan and must have the approval of the dean or department chair.

The performance expectations that follow are largely intended for full-time, tenure-track faculty, but should be adapted for use with other full-time appointments. Deans and chairs should therefore clarify the importance of each performance category and the specific measures within them for the annual evaluations of non-tenure-track faculty, including visiting professors, lecturers, and those with other ranks or titles in the professional colleges. Adjunct faculty are only evaluated on their teaching.

2.3.5.2 Performance Expectations for Faculty

Teaching is the primary area of professional activity for faculty members, especially those who have not yet earned tenure. The University expects—and our students deserve—high-quality performance by faculty members in their teaching duties. Faculty should therefore provide annual evidence, via the Faculty Activities Report (see Section 2.3.5.3.1), of all of the following:

- Attention to stated Student Learning Objectives in the department, college, and/or university.
- Active attention to teaching quality, including the use of appropriate teaching methods to meet the needs of an increasingly diverse student population.
- Affirmation in peer classroom visits, where applicable, of teaching competence and quality in one's discipline.
- Affirmation in student course evaluations of sound teaching qualities, including, but not limited to, engagement, fairness, availability, and promptness.

Academic librarianship is the primary area of professional activity for library faculty in considering their professional effectiveness. Additionally, faculty are evaluated based on their effectiveness within a variety of academic contexts including scholarship, professional development, and campus citizenship. Library faculty should therefore provide annual evidence, via the Faculty Activities Report (see Section 2.3.5.3.1), of all of the following:

- Advancing the library's educational mission.
- Active attention to the stated Student Learning Objectives throughout the university as they are supported by the library's information literacy program, collections, resources, and services.
- Positively impacting identified constituencies, the library, the university, the community, and the profession.
- Demonstrating initiative, critical thinking, creativity, and intellectual rigor to create opportunities and solve problems.
- Demonstrating leadership, collaboration, and teamwork in the course of one's work.
- Exhibiting continual improvement through growth and innovation.

Scholarship, including creative work, is second only to teaching in importance and may be as important as teaching for those approaching or at the rank of full professor. Because scholarship generally consists of a series of multi-year projects, faculty should provide evidence of the following:

- Annual progress on scholarly or creative work.
- Some periodic, unit-defined output (e.g., articles, grants, musical scores).
- Active participation in the larger scholarly/creative community through conference and public presentations.

Professional Development is also a vital part of faculty life and work, and it should be evident throughout one's academic career. Faculty should provide annual evidence of professional development from among the following items:

- Participation in appropriate professional organizations, both discipline-based and otherwise, and in the broader professional community.
- Attendance of workshops or conferences that support the other areas of faculty work, including teaching, scholarship, grants, leadership development, etc.
- Periodic service in leadership roles in professional organizations.
- Current professional competence or qualification, as may be required in certain accredited or professional programs.

Campus Citizenship signals that faculty work is fixed in a particular place among particular colleagues and students. Faculty performance should thus support *this* university and its extended community. Accordingly, faculty should provide annual evidence of the following:

- Collaboration and constructive cooperation with faculty and administrative colleagues.
- Sharing the workload appropriately in the college/department.
- Service on appropriate departmental, college, and/or university committees.
- Engagement with students beyond course work, such as academic advising, assisting student organizations.
- Advancing the strategic goals and objectives of the department, college, and/or University.
- Appropriate participation in key university initiatives, such as the recruitment of new students, enhancing diversity, alumni engagement, community relations.

2.3.5.3 Annual Evaluation Components

2.3.5.3.1 Self Evaluation

An important part of the annual evaluation process consists of a self-evaluation prepared by each full-time faculty member. This document – called the Faculty Activities Report – will be submitted between May 1 and May 30, permitting a conference with the dean or department chair by June 30.

This report shall follow a standard template to be developed by the dean of each college, in consultation with the faculty and reflecting the standards and expectations outlined in sections 2.3.4 and 2.3.5.1 of this handbook. Specifically, the report should call for

evidence from the then-current academic year of faculty work in the areas of teaching, scholarship, professional development, and campus citizenship as defined by each respective academic unit.

The report template should also include a section in which the faculty member briefly reflects on his/her performance in the previous 12 months, noting strengths and weaknesses and the degree to which the faculty member met his/her corresponding set of stated performance goals.

In addressing teaching, faculty should note activities aimed at sustaining and improving teaching effectiveness. Effort and energy in activities such as course development, course revision, and/or development of new technologies to enhance the learning environment should be noted. A summary of strengths and areas needing improvement should be based on peer and student evaluation of teaching skills. Library faculty should note their effectiveness in the performance of librarianship.

With regard to scholarship, faculty should report current research or creative work in progress and/or completed. Manuscripts submitted or accepted for publication, papers presented at professional meetings, and artistic performances should be highlighted. Faculty are encouraged to note the degree of support received from department, college or University sources that contributed to the completion of their scholarly endeavors.

For professional development, faculty should document their membership and participation in professional associations, conference and workshop attendance, service in reviewing book/article manuscripts and grant applications, and any leadership positions they may hold.

In the area of campus citizenship, faculty should summarize their service to the University and the community, noting activities such as committee memberships and offices held, participation in interdisciplinary and general education programs, advising and recruitment of students, working with students outside the classroom, and advancing the strategic goals and objectives of the department, college, and/or University. This should also include activities demonstrating involvement in community service and commitment to social responsibility, such as membership in community organizations and volunteer work.

The dean or chair may share a faculty member's self-evaluations with the unit's tenured faculty members for the purpose of review for reappointment and for progress towards tenure and promotion.

2.3.5.3.2 Peer Evaluation of Teaching

Peer classroom visits are intended to affirm teaching competence and quality. They accomplish this by allowing visitors to observe classroom activities and deans/chairs to correlate these observations to information self-reported by the faculty member and provided via student evaluations.

Each college or department will establish a system of classroom visits for each faculty member beginning with the first semester of service. This system should be sensitive to any distinctive teaching environments within the unit and provide each tenured member of the unit the opportunity to conduct at least one visit before each tenure-track faculty member applies for tenure.

In consultation with the faculty member and the dean or chair, at least two tenured faculty members shall visit at least one class each per semester during the faculty member's first three years at the University. For any remaining years prior to the tenure-application year, at least one tenured faculty member shall visit at least one class per semester. The visiting tenured faculty members need not be in the same college/department as the faculty member.

In consultation with the non-tenure-track faculty member and the dean or chair, at least two full-time faculty members will visit at least one class each per semester during the faculty member's first three years at the University. For the next two years, at least one full-time member shall visit at least one class per semester. The visiting faculty members do not need to be in the same college/department as the faculty member.

In consultation with the adjunct faculty member and the dean or chair, at least two full-time faculty members shall visit at least one class each per semester during the faculty member's first three semesters at the University. For the next two semesters, at least one full-time member shall visit at least once per semester. The visiting faculty members do not need to be in the same college/department as the faculty member.

Each peer visit will result in a written report filed with the dean or chair, as appropriate, and shared with the faculty member. It is expected that the visiting faculty members will converse with the faculty member both before and after the visit so that the report reflects the context of the visit as well as documents observations from the class visit itself. The faculty member should have the opportunity to file a response to the report with the dean or chair if he or she desires.

The dean or chair may share a faculty member's written peer evaluations with the unit's tenured faculty members for the purpose of review for reappointment and progress towards tenure and promotion.

After tenure is obtained, peer visits are not required unless a faculty member receives an Unsatisfactory rating in the area of teaching competence as part of his or her annual review. [Note that this is not the same as an overall designation of Unsatisfactory Performance, which results from two consecutive annual Unsatisfactory ratings.] In this situation, the college or department will establish a series of classroom visits by other tenured faculty in response to the Unsatisfactory teaching rating. The hope would be that this mild intervention could prevent a second consecutive Unsatisfactory rating and the resulting designation of Unsatisfactory Performance.

The preceding paragraphs establish the minimum number and frequency for peer reviews, but departments and colleges are free, if not encouraged, to develop policies for peer evaluation of tenure-track faculty that go beyond these standards.

2.3.5.3.3 Student Evaluation of Teaching

In 1980, Valparaiso University faculty passed a resolution requiring student evaluations of teaching in all courses. In so doing, the faculty recognized the importance of this form of evaluation, but also noted its limitations. While students are qualified to provide feedback on teaching effectiveness, faculty members are best qualified to evaluate such effectiveness. Moreover, faculty members are better qualified to judge the currency of a given course and the appropriateness of its student learning objectives. Since student evaluations of teaching tend to overemphasize the professor's responsibility for learning,

all standard evaluation instruments should include questions that increase the students' awareness of their own responsibility to learn.

Student evaluations of teaching are mandatory in all classes, regardless of a given faculty member's rank, tenure, or load. In order to ensure the accuracy and usefulness of student evaluations of teaching effectiveness, an evaluation instrument should be chosen that is statistically analyzed for validity and reliability. All departmental or instructional units will use the Student Assessment of Instruction (SAI). In all cases, the anonymity of the students should be preserved as much as possible. Deans, chairs, or their designees shall administer the evaluation process and collect the data from the SAI. Students should be informed that the primary purpose of the evaluation is the improvement of teaching.

The primary purpose of student evaluations of teaching is to improve teaching effectiveness. Faculty members are encouraged to seek additional feedback on specific aspects of their courses at any point during a given semester, using a variety of formal or informal surveys for this purpose.

A secondary purpose of student evaluations of teaching is to offer supplemental information in the annual review process of faculty for tenure, promotion, and salary increases. All chairs and deans will receive training in the best practices for appropriate use and interpretation of evaluation results. In particular, chairs and deans are advised to use only the overall score and the subscale scores of the SAI for evaluation purposes. Student evaluations of teaching should never be used in isolation as a means of recommending tenure, promotion, or salary increases. Given the limited utility of evaluation data, other sources of information for evaluation (peer evaluations, faculty reports, syllabi, and other course resources) should be considered systematically.

Usually, data on student responses shall be available only to the faculty member and to the faculty member's dean and chair. With the faculty member's consent, the student responses can be made available to such departmental colleagues and administrators as each one may choose. The dean or chair shall have primary responsibility for summarizing the data and preparing the interpretation of the student evaluations. However, with the consent of the faculty member, such responsibility may be delegated to a departmental colleague or committee.

The dean or chair will prepare a summary of data and interpretations for each pre-tenured faculty member every semester for the first three years of service, and the summary of data and interpretations for the spring semesters will summarize the entire academic year and compare it with earlier years. For years 4-6 towards tenure, the dean or chair shall provide an annual summary of data and interpretations at the conclusion of each spring semester, including comparisons to earlier years. Beginning in year seven and every year following tenure, the dean or chair shall include a review of the previous fall and spring student course evaluations in the annual performance evaluation of the faculty member. In all cases, the faculty member and the dean or chair may each append additional comments to the summary and interpretations, particularly to explain unusual circumstances that need to be considered when the information is reviewed. The dean or chair may share a faculty member's student evaluation summaries and interpretations, along with any appended comments, with the unit's tenured faculty members for the purpose of review for reappointment and progress towards tenure and promotion.

At the time of a promotion, tenure, or retention decision, the dean's or chair's summaries and interpretations with appended comments must be submitted for review by the appropriate tenured faculty members. The faculty member has the right to forward the complete student responses (not just the summaries) to the administration and the faculty bodies conducting the review. However, in those instances when the Faculty Grievance Committee or the Academic Freedom and Tenure Hearing Committee is asked to review a case, the dean may forward the complete student responses to the Committee for its review. The University is expected to maintain original records of student evaluations for at least ten years.

2.3.5.3.4 Performance Evaluation by Dean/Chair

Drawing on the faculty member's self-evaluation, peer evaluations, and student course evaluations, as well as his/her own review of other materials like the faculty member's course syllabi and publications, the dean or chair is responsible for preparing an overall annual performance evaluation of each faculty member. In preparing this review, the dean/chair should be mindful of department, college, and University mission and vision statements (which should be disseminated to the faculty).

This evaluation should also follow a standard outline as established by each college and tied to the standards outlined above in sections 2.3.4 and 2.3.5.2. Deans, in consultation with department chairs where applicable, will develop this standardized form for assessing individual performance and circulate it to their faculty.

The dean or chair shall also meet annually with each faculty member to share the results of the overall performance evaluation, relating it clearly to his/her salary recommendation. During this meeting, the dean or chair shall also include a discussion of the faculty member's distinctive talents and how they can best be utilized to advance the strategic goals and objectives of the department, college, and/or University. Together, the dean/chair and the faculty member shall plan further use of these talents and further improvement when the need to do so is perceived. At the conclusion of the meeting, both the dean/chair and the faculty member shall sign the review, with the faculty member being allowed to add comments.

The Provost's Office will provide additional compensation, training, and support so that chairs and deans can carry out their responsibilities in the administration of the process for annual review of faculty.

2.3.5.4 Evaluation Procedure and Annual Time Line

The following section outlines the step-by-step procedure of the annual evaluation for tenure-track faculty members. Not every step will apply to every faculty member every year, so the relevant faculty group is highlighted on each step. This entire procedure also appears in a summary graphic form in Appendix K.

1. Deans or chairs must provide *each new faculty member* with written evaluation criteria no later than August 25 of the faculty member's first semester on campus. These evaluation criteria should include unit- or discipline-specific standards for the elements of faculty work outlined in sections 2.3.4 and 2.3.5.2 of this handbook. These criteria must also distinguish performance expectations for tenure, promotion to associate professor, and eventual promotion to full professor.

2. No later than August 31 of each year, ***each new faculty member*** must submit a brief written annual work plan to his/her dean or chair. This work plan must include performance goals for the current academic year and longer-range goals for the next 3-5 years, as well as measurable action steps to achieve these goals.

Each continuing faculty member will already have submitted the annual work plan late the previous Spring. (See item 8 below.)

3. Deans and department chairs will review the work plans submitted by their new faculty, add appropriate written comments to strengthen the plan, and return a signed copy to ***each new faculty member*** no later than September 15. The dean/chair should also retain a copy of this document.
4. No later than September 1, the dean or chair shall arrange for peer classroom visits for teaching evaluation of faculty as required by section 2.3.5.3.2. This will include:
 - at least two peers visiting at least one class each for full-time non-tenure-track and ***pre-tenured faculty in their first three years*** of service;
 - at least one peer visiting at least one class for full-time non-tenure-track and ***pre-tenured faculty in their fourth or fifth years*** of service;
 - any peer visits prescribed for ***tenured faculty as a result of an Unsatisfactory rating*** in the area of teaching; and
 - any peer visits prescribed for ***tenured faculty*** as a result of a college or department policy that is in addition to section 2.3.5.3.2.

All peer visits for the Fall semester shall be concluded by December 1. The tenured faculty members conducting the visits shall then provide the faculty member under review with copies of their written reports (with a copy also to the dean or chair) no later than December 15.

5. No later than January 15, the dean or chair shall provide a written summary and interpretation of the Fall student course evaluations for ***each pre-tenured faculty member in his/her first three years of service*** at the University.
6. No later than January 15, the dean or chair shall arrange for peer classroom visits for teaching evaluation of faculty as required by section 2.3.5.3.2. This will include:
 - at least two peers visiting at least one class each for ***full-time non-tenure-track and pre-tenured faculty in their first three years*** of service;
 - at least one peer visiting at least one class for ***full-time non-tenure-track and pre-tenured faculty in their fourth or fifth years*** of service;
 - any peer visits prescribed for ***tenured faculty as a result of an Unsatisfactory rating*** in the area of teaching; and
 - any peer visits prescribed for ***tenured faculty*** as a result of a college or department policy that is in addition to section 2.3.5.3.2.

All peer visits for the Spring semester shall be concluded by May 1. The tenured faculty members conducting the visits shall then provide the faculty member under review with

copies of their written reports (with a copy also to the dean or chair) no later than May 15.

7. Between January 15 and April 30, the tenured faculty in each college or department shall complete a third-year review of ***each pre-tenured faculty member in his/her third year of service towards tenure***. (See section 2.3.5.5) In those rare cases where progress towards tenure is grossly lacking, the college/department should contact the Provost's office about non-reappointment in advance of the May notification deadline.
8. Between May 1 and May 30, at the discretion of the dean or chair, ***each full-time faculty member*** must submit a Faculty Activities Report (see section 2.3.5.3.1). At this time, ***each full-time faculty member*** must also submit a brief written annual work plan to his/her dean or chair. This work plan must include performance goals for the next academic year and longer-range goals for the next 3-5 years, as well as measurable action steps to achieve these goals.
9. Between May 15 and June 30, the dean or chair shall organize a review by the tenured faculty of ***each pre-tenured faculty member***, focusing on work during the academic year just completed. The dean or chair shall then write a performance evaluation and a) meet with the faculty member to share the review, b) explain the link between the review and that year's salary recommendation, and c) provide preliminary feedback on the faculty member's proposed work plan for the next academic year. The dean/chair and faculty member shall both sign the review document.

For ***faculty members who have earned tenure or been approved for it***, the dean/chair shall prepare a similar performance evaluation, focusing on work during the academic year just completed. This evaluation must also include a review of the faculty member's student course evaluations from the two previous semesters. The dean/chair must also a) meet with each faculty member to share the evaluation, b) explain the link between the review and that year's salary recommendation, and c) provide preliminary feedback on the faculty member's proposed work plan for the next academic year. The dean/chair and faculty member shall both sign the review document.

10. Between May 15 and June 30, the dean/chair shall prepare and provide the following:
 - written summaries and interpretations of Spring student course evaluations for any ***pre-tenured faculty members in their first, second or third years of service***, and
 - written summaries and interpretations of Fall and Spring student course evaluations for any ***pre-tenured faculty members in their fourth, fifth, or sixth years of service***.
11. Between June 1 and June 30, department chairs shall submit salary recommendations to the dean for ***each full-time faculty member***, drawing on the annual performance evaluation.
12. No later than August 20, deans and department chairs will review the work plans submitted by their faculty the previous May, add appropriate written comments to strengthen the plan, and return a signed copy to ***each full-time faculty member***. The dean/chair should also retain a copy of this document.

2.3.5.5 Evaluation of Pre-Tenure Faculty

Non-tenured faculty members have the right to know of their status and progress toward tenure. At the time of employment, faculty shall be informed by the dean and/or department chair of the criteria used in evaluating them and in making decisions concerning reappointment and tenure.

The dean/chair shall organize an annual performance review of each non-tenured faculty member by the tenured members of that college or department. The dean or chair shall inform the member in writing of the results of that review. Satisfactory performance does not guarantee either future promotions or tenure.

In place of the annual review in the third year towards tenure, each college shall develop a third-year review, which will provide a cumulative progress report for pre-tenured faculty members that goes beyond the scope of the annual reviews. The third-year review should address such items as the faculty member's fit with the University mission, his/her progress on stated tenure and promotion standards, development as a teacher, and success in forging a sustainable scholarly program.

The University is responsible for ensuring that a decision not to reappoint a non-tenured faculty member or to deny a non-tenured faculty member's tenure application violates neither the faculty member's academic freedom nor any University policy or federal or state law that prohibits discrimination. Additionally, the University must follow its own tenure and non-reappointment processes.

Faculty members who are not reappointed or who fail to attain tenure will be given reasons for this University action upon written request to the dean of the college.

Faculty members who are denied tenure or not reappointed for the following academic year(s) may request a review by the Committee on Academic Freedom and Tenure Hearing as prescribed by section 2.3.11.1 of this handbook.

2.3.5.6 Evaluation of Tenured Faculty

The annual review standards and expectations (described in **2.3.4** and **2.3.5.2**) will provide the basis for the review of the performance of tenured faculty. In so doing, both the faculty and the administration reaffirm their commitment to the principles of academic freedom and tenure.

If a faculty member believes that, as a result of the review, academic freedom is being abused, an appeal can be made to the Committee on Academic Freedom and Tenure Hearing.

2.3.5.7 Further Review of an Individual Tenured Faculty if Reviews Result in a Determination of Unsatisfactory Performance

At Valparaiso University a faculty member's responsibilities can be described broadly in terms of teaching, scholarship, professional development, and campus citizenship, with teaching being paramount. (For specifics see **2.3.4**.) Substandard performance, as defined by each college or department, in any of these areas can result in an unsatisfactory rating for that review period. Within the framework of the University's mission, each college should define "substandard performance," develop performance standards, and respecting variations for individual disciplines, design uniform instruments and procedures for assessing a faculty member's performance.

Based on the annual review, if the dean of a college, in consultation with the department chair when appropriate, believes that the faculty member fails to meet the established obligations and standards of the college/department, the faculty member will receive an “Unsatisfactory” rating for the year. Written notification of an unsatisfactory rating and the detailed basis upon which it is issued shall be given to the faculty member, with copies to the dean, chair, and Provost. The unacceptability of even a single unsatisfactory rating in the area of teaching was emphasized in the Faculty Senate meeting of October 8, 1997, and recorded in the minutes, which also state that “a single unsatisfactory rating indicates a serious problem.” The faculty member should recognize any unsatisfactory rating and take prompt remedial action. A faculty member who receives an unsatisfactory rating may respond in writing with a letter to the dean and/or chair for inclusion in his/her personnel file. Two or more successive annual unsatisfactory ratings for a tenured faculty member will result in a determination of unsatisfactory performance.

If a faculty member believes that a determination of unsatisfactory performance is unwarranted, his/her exclusive remedy is to make a written request, within thirty (30) calendar days of receipt of the written notification, that the Faculty Grievance Committee review the reasons for and the validity of the determination. The University’s Title IX Coordinator shall be notified and be available to advise the Committee throughout this process if the faculty member claims that the determination of unsatisfactory performance is in violation of the University’s Nondiscrimination, Harassment, and Sexual Assault Policy. In such a case, these procedures will serve in-lieu of any complaint process thereunder. As part of this review, and in order to provide some context, the Committee may consult others from the faculty member’s department. The faculty member may request to present to the Committee individuals who can speak on his/her behalf. The President of the University may hire outside legal counsel to advise the Committee throughout the remainder of this process. Documentation of unsatisfactory performance must be specific and related to the faculty member’s responsibilities. The Committee must make its determination within forty-five (45) calendar days of its receipt of the request for review. The review by the Committee will result in one of the following outcomes.

2.3.5.7.1 Insufficient Showing of Unsatisfactory Performance

The Committee may determine there is an insufficient showing of unsatisfactory performance. This determination will be sent in writing to the faculty member with copies to the dean, chair, and Provost. If the Faculty Grievance Committee determines there is an insufficient showing of unsatisfactory performance, the peer review process ends.

2.3.5.7.2 Determination of Deficiencies

The Committee may concur that the faculty member’s competence and/or professional contributions are unsatisfactory in meeting the college’s/ department’s expectations. This determination will be sent in writing to the faculty member with copies to the dean, chair, and Provost.

2.3.5.7.3 Performance Improvement Plan

If the Faculty Grievance Committee concurs with the dean’s/chair’s determination of unsatisfactory performance (or if the faculty member did not contest the determination of unsatisfactory performance), a detailed plan for the improvement of a tenured faculty member’s performance must be established by the dean, in consultation with the faculty member and the faculty member’s chair. This plan should provide specific guidance and advice to help the faculty member more fully meet college/departmental expectations and more effectively achieve his/her own goals. The plan should:

1. Identify specific strengths and weaknesses;
2. Define specific goals or outcomes that would help the faculty member overcome the identified weaknesses;
3. Outline the activities that can be undertaken to achieve the goals or outcomes;
4. Indicate appropriate criteria by which the faculty member could monitor his/her performance;
5. Identify the sources of funding or institutional commitments required to meet the goals or outcomes; and
6. Identify, in consultation with the faculty member, a senior mentor who might assist the faculty member in carrying out the plan.

The faculty member will have a minimum of one (1) and a maximum of (2) years in which to accomplish the plan's goals. The schedule for improvement (between one and two years) will be established by the dean in consultation with the Faculty Grievance Committee prior to the execution of the plan. The Faculty Grievance Committee may bring in one ad-hoc faculty member with relevant expertise for consultation. The faculty member under review may request a review of his/her accomplishments sooner than the schedule demands.

2.3.5.7.4 Executing the Performance Improvement Plan

The performance improvement plan must be executed in the fall or spring semester immediately following that in which the determination of unsatisfactory performance was made.

The dean and/or chair shall meet with the faculty member at least twice annually to review progress. If the dean and chair determine through this review that the faculty member again meets the established obligations and standards for the college/department, the process ends. The University has a vital stake in a faculty member's success and should do all it can to assist the faculty member to achieve the expectations of the college/department.

2.3.5.7.5 Review Following Completion of the Plan

Should the dean and chair still have performance concerns following the conclusion of the plan, the process continues. At the conclusion of the period specified above, the dean or chair will summarize all biannual conferences, annual reviews, and the progress made on the plan for review by the Faculty Grievance Committee and simultaneously send a copy to the faculty member. The faculty member may send a written response to the Committee within five (5) business days of receipt of the dean's or chair's summary. Subsequently, the Committee will determine whether or not the goals or outcomes of the plan have been met, resulting in a determination of either an insufficient showing of unsatisfactory performance or unsatisfactory performance. Either rating shall be in writing and given to the faculty member, chair, dean, and Provost within thirty (30) calendar days of receipt of the dean's or chair's summary or the faculty member's response to the summary, whichever time is longer. A determination by the Committee that there has been an insufficient showing of unsatisfactory performance will be final and conclude the matter.

2.3.5.7.6 Further Action where Unsatisfactory Performance is Determined

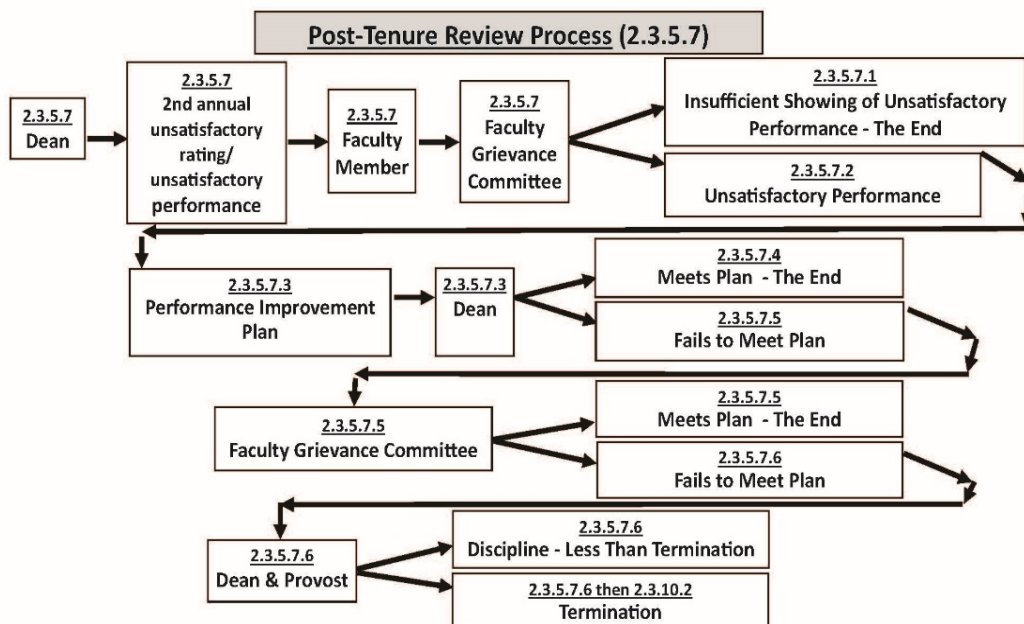
In the event of an unsatisfactory performance determination, the Committee will return the matter to the dean or chair for possible further action. The dean and/or chair, in consultation with the Provost, may choose actions other than termination. In the event that the dean and the Provost recommend termination of appointment, the process described in section **2.3.10.3**, and involving the Committee on Academic Freedom and Tenure Hearing, if

otherwise available to the faculty member, will be available except that the process shall not take more than ninety (90) calendar days from the faculty member's receipt of written notice that he/she is being recommended for termination.

A faculty member who receives an unsatisfactory performance rating the year after receiving a determination of unsatisfactory performance by the Faculty Grievance Committee may utilize the appeal process again. However, should the Faculty Grievance Committee once again concur with the dean's/chair's determination of unsatisfactory performance, the faculty member shall no longer have the right to a probationary year with an improvement plan or to due notice of one more year, and the Committee will return the matter to the dean and/or chair for possible further action as described in this section.

2.3.5.7.7 Summary of the Post-Tenure Review Process

The following flow-chart summarizes the various steps that follow the dean's determination of unsatisfactory performance:



2.3.6

Promotion in Rank

Promotions from one rank to the next are made by the President upon recommendation of the Provost and Vice President for Academic Affairs, the dean of the respective college, and the department chair when applicable.

All candidates for promotion shall demonstrate commitment to the purposes of Valparaiso University, high standards of competence, and the capacity for continued growth. Except in unusual circumstances, tenure-track and tenured faculty should possess the terminal degree in their disciplines, normally the doctorate.

Promotion decisions shall further be based on the Standards for Evaluating Faculty (Section 2.3.4), these criteria being applied more rigorously as the rank goes higher.

Faculty members who have major administrative responsibilities for which they receive released time will also be evaluated for their work in administration, in a manner appropriate to each case, considered in combination with the general categories listed in the Standards.

As the University grows in strength and quality, faculty members should assume that the application of criteria for promotion will become correspondingly more rigorous.

Eligibility for promotion to associate professor normally requires five (5) years of service as assistant professor, and seven (7) years for promotion from associate professor to professor. The time lengthens substantially if the member does not have the proper terminal degree, though this time will shorten through significant published scholarship. Unusual accomplishment may accelerate the promotion process. Eligibility for promotion does not imply automatic candidacy. Faculty members commonly apply for promotion when they are ready for review rather than at the earliest eligibility.

Eligibility for promotion to senior lecturer and clinical associate professor normally requires the faculty member to have taught full-time at Valparaiso University for seven (7) years out of the previous ten (10) years as lecturer or clinical assistant professor, and seven (7) years out of the previous ten (10) for promotion from senior lecturer and clinical associate professor to distinguished senior lecturer and clinical professor. Unusual accomplishment may accelerate the promotion process. Eligibility for promotion does not imply automatic candidacy.

2.3.7 Tenure

2.3.7.1 Definition of Tenure

As used at Valparaiso University, the term tenure means the right of a faculty member to continuous appointment except for good and sufficient reasons, which are described below in **2.3.10**. By granting tenure, the University assures a faculty member of the freedom to pursue scholarly inquiry in the areas of his or her competence and to teach and publish findings of inquiry without threat of employment loss. By accepting tenure, the faculty member reaffirms his or her continuous commitment to the purposes and goals of the University.

2.3.7.2 Eligibility for Tenure

Regular teaching faculty and Library faculty with full-time service in teaching or research with the rank of at least instructor, with the exception of those appointed as lecturers or clinical faculty, having otherwise met the qualifications of tenure as set for in this Handbook are eligible for tenure.

2.3.7.2.1 Tenure Timeline and Probationary Period

The typical application for tenure occurs in Fall of the sixth year, and the total probationary period of full-time service prior to the acquisition of continuous tenure will not exceed seven (7) years, with exceptions outlined in sections **2.3.7.2.2-6**. Those granted tenure will have it take effect at the beginning of the next academic year. The denial of tenure will result in a terminal letter of appointment for the following academic year.

2.3.7.2.2 Initial Credit Towards Tenure

As part of the initial appointment, a faculty member may receive up to three (3) years credit towards tenure for prior experience as a full-time faculty member at a higher education academic institution. This credit toward tenure requires the approval of the Provost upon the recommendation of the appropriate academic dean.

2.3.7.2.3 Credit for Leaves of Absence

Time spent on leaves of absence during the probationary period is normally not counted toward the probationary year total. However, upon the request of the faculty member, and with the support of the dean, research leaves of up to one year can be counted toward tenure. In the event that the leave is to be counted toward tenure, this understanding must be achieved before the faculty member undertakes the leave.

2.3.7.2.4 FMLA Extension

A one-year extension of the probationary period automatically occurs when the faculty member takes eight (8) weeks [40 days] of FMLA-related absences during a given fiscal year. A faculty member may decline this extension of the probationary period by first consulting with his/her chair or dean and then submitting a written statement to this effect to the chair or dean and the Provost. This statement must be submitted within four (4) weeks after the 40th day of FMLA leave.

2.3.7.2.5 Parenting Extensions

A one-year extension of the probationary period occurs automatically for the faculty member for each birth or adoption event. Multiple births and/or adoptions within a three-month interval of each other are considered single events. This extension is independent of any paid or unpaid leaves associated with the birth or adoption and must run concurrent with any FMLA probationary period extension. A faculty member may decline this extension of the probationary period by first consulting with his/her chair or dean and then submitting a written statement to this effect to the chair or dean, and the Provost. This statement must be submitted before the end of the spring semester in the year prior to that in which the candidate would normally be expected to apply for tenure.

2.3.7.2.6 Other Circumstances

Nothing in these statements shall prevent the Provost from approving an acceleration or delay of the tenure process in highly unusual cases upon petition from the appropriate academic dean.

2.3.8 Procedures for Granting Tenure and Promotion

Each college shall have a tenure and promotion committee that the dean shall consult.

As part of the recommending process the responsible academic officers will avail themselves of collegiate advice.

The colleges shall prepare interpretations of the Standards for Evaluating Faculty which take into account the special features of these units. They also shall devise appropriate procedures, following the procedural guidelines presented below. Such interpretations shall periodically be presented to the Provost for certification and shall be made available to new faculty by the dean of the college.

1. The procedure for tenure or promotion review normally begins with a candidate's application, though any colleague also may nominate, providing the candidate is willing. Such action must be taken by October 1 and brought to the attention of the Provost who will inform the President of the candidate list.
2. The candidate shall compile a dossier, conferring regularly with the chair or dean about its progress.
3. For the dossier, the candidate will write a narrative assessing his or her educational activity and professional contributions, together with supporting documentation. The

- narrative shall contain the candidate's own assessment of strengths and weaknesses, teaching plans, and professional goals. This part of the narrative should include a thoughtful statement of how the candidate relates personal goals to the purpose and mission of the University, including its Christian identity. The narrative should then address the Standards, describing teaching, scholarly achievement, and professional growth and service to the University and the community. The candidate's documentation should include a curriculum vitae, evidence for teaching effectiveness (with judicious use of raw data when appropriate), including evidence of efforts to improve teaching, scholarly or creative work, and other professional activity and service to the University. Faculty in the arts shall include the testimony of external adjudicators.
4. For candidates in colleges not organized along departmental lines, this section is not relevant. In colleges that are organized along departmental lines, for tenure candidates, the chair will poll all tenured full-time members of each candidate's department, recording that vote numerically. For promotion candidates, the chair will poll all tenured full-time members of the candidate's department with rank above that of the candidate, recording the vote numerically. Promotion to the rank of professor requires at the department level the vote of a least three (3) professors. When a department does not have three, the dean, in consultation with the department, shall enlist the contributions of professors from similar fields or from other campuses. The results of the polls, along with a narrative from the chair and/or department faculty setting forth a recommendation and summarizing the candidate's accomplishments in teaching, scholarship, and service, and the candidate's narrative and supporting documentation will be forwarded to the College Tenure and Promotion Committee no later than the deadline given by the dean of the College.
 5. The chair of the College Tenure and Promotion Committee will poll all members of the committee, recording the vote numerically. Promotion to the rank of professor requires at the collegiate level the vote of at least four (4) professors. When a college does not have four, the dean, in consultation with the chair of the College Tenure and Promotion Committee, shall enlist the contributions of professors from other colleges or from other campuses. The results of the poll, along with a narrative from the committee members setting forth a recommendation and summarizing the candidate's accomplishments in teaching, scholarship, and service, and the candidate's narrative and supporting documents will be forwarded to the dean no later than January 20.
 6. The dean will review the dossier, the candidate's narrative and supporting documentation, department and College Tenure and Promotion Committee poll results, recommendations, and narratives. The dean shall draft a letter setting forth a recommendation and forward it along with all documents received from the previous steps, as organized in a uniform manner set forth by the Provost, to the Provost no later than February 1. The Provost will review all documents received from the dean and make a final decision on tenure and promotion no later than February 15. The Provost shall report the decision to the President.

2.3.8.1 Conditions for Granting Tenure Immediately Upon Hire

In exceptional circumstances, a faculty member may be hired with tenure. These circumstances include, but are not limited to, the hiring of administrative faculty, department chairs, and faculty with tenure already earned elsewhere. Offers which include tenure must be approved by the Provost and such requests must include written reports by the relevant academic unit and dean summarizing the candidate's qualifications for tenure and rank.

2.3.8.2 Procedure for Granting Non-Tenure-Track Faculty Promotion

1. The procedure for promotion review normally begins with a candidate's application, though any colleague also may nominate, providing the candidate is willing. Such action must be taken by October 1 and brought to the attention of the Provost who will inform the President of the candidate list.
2. The candidate shall compile a dossier, conferring regularly with the chair or dean about its progress.
3. For the dossier, the candidate will write a brief narrative assessing his or her educational activity and professional contributions, together with supporting documentation. The narrative shall contain the candidate's own assessment of strengths and weaknesses, teaching plans, and professional goals. This part of the narrative should include a thoughtful statement of how the candidate relates personal goals to the purpose and mission of the University, including its Christian identity. The narrative should then address the Standards for Evaluating Faculty (section 2.3.4), describing teaching, and professional growth and service to the University and the community. For promotion to Senior Lecturer or Clinical Associate Professor, the narrative should be primarily evaluated on teaching quality; for promotion to Distinguished Senior Lecturer or Clinical Professor, the narrative should consider a service component in addition to quality of teaching. The candidate's documentation should include a curriculum vitae, evidence for teaching effectiveness (with judicious use of raw data when appropriate), including evidence of efforts to improve teaching, and other professional activity and service to the University and community when appropriate.
4. For candidates in colleges not organized along departmental lines, this section is not relevant. In colleges that are organized along departmental lines, the chair will poll all tenured full-time members of each candidate's department, recording that vote numerically. The results of the poll, a narrative from the chair and/or department faculty setting forth a recommendation and summarizing the candidate's accomplishments in teaching and service, and the candidate's narrative and supporting documentation will be forwarded to the dean of the College.
5. The dean will review the dossier, the candidate's narrative and supporting documentation, department poll results, recommendations, and narratives. The dean shall draft a letter setting forth a recommendation and forward it along with all documents received from the previous steps, organized in a uniform manner set forth by the Provost, to the Provost no later than February 1. The Provost will review all documents received from the dean and make a final decision on promotion no later than February 15. The Provost shall report the decision to the President.

2.3.9 Appointments and Non-Reappointments

2.3.9.1 Appointments

Appointment to the faculty is made by the President upon recommendation of the Provost, who consults with the dean of the college and the department chair involved. Appointment documents state briefly the position, the rank, the salary, and the period of service. The appointment document is signed and returned by the person appointed. All tenured members of the faculty annually receive a renewal of appointment document. The non-tenured members of the faculty whose appointments are renewed receive an appointment document.

2.3.9.2 Salaries

Unless otherwise stipulated, faculty salaries are for the academic year, approximately nine (9) months of service but payable biweekly over twelve months. If appointed for the summer session, such members receive additional compensation.

2.3.9.3 Non-Reappointments of Faculty

The Provost, in consultation with the President, dean of the college, and department chair involved, may choose to not reappoint any non-tenured faculty member for the following academic year(s). Tenure track faculty members who are not to be retained after their first year of service shall be given written notice to this effect at least three (3) months before the end of their duties, exclusive of the summer session.

Tenure track faculty members who are not to be retained after their second year of service shall be given written notice to this effect not later than December 15th of the second academic year of such service, if their appointments expire at the end of that academic year; or, if the second year of service ends during an academic year, at least six (6) months in advance of its termination.

Thereafter, notice of non-reappointment shall be given to tenure track faculty members at least 12 months in advance of the termination of the present appointment.

Faculty members who are not reappointed may be reassigned duties or suspended with pay for the duration of their appointment. This subsection does not apply to any termination for cause.

Non-tenure-track full time faculty are provided with annual contracts. After three annual contracts within five consecutive years, full time non-tenure-track faculty should be notified by January 15 in case of non-renewal. After seven years of full time employment within ten consecutive years, notice of non-reappointment shall be given to full time non-tenure-track faculty members at least 12 months in advance of the termination of the present appointment.

2.3.10 Termination of Tenured and Tenure-Track Faculty Members

2.3.10.1 Causes for Termination of Tenured Faculty Members

The services of a faculty member may be terminated involuntarily for the following causes:

1. Moral turpitude;
2. Gross neglect of duty;*
3. Demonstrable financial exigencies of the University;
4. The elimination and reduction of a program or department;
5. Open, vocal, and sustained contempt for the Judeo-Christian tradition;
6. Physical or mental disability which cannot be reasonably accommodated;
7. Professional incompetence;*
8. Persistent failure to perform satisfactorily in meeting the standards for faculty as outlined in sections 2.3.4 and 2.3.5.2 in accordance with the process outlined in section 2.3.5.7 for further review of tenured faculty;
9. Violating the University's Nondiscrimination, Harassment, and Sexual Misconduct Policy.

*"Professional Incompetence" and "gross neglect of duty" deal with matters other than those covered by the clause "Persistent failure to perform satisfactorily" as defined above. Lack of the required terminal degree or lack of proper credentials can be some of the causes for a

determination of professional incompetence. Persistent non-performance, as opposed to persistent failure to perform satisfactorily, is a cause for a finding of gross neglect of duty. If a faculty member requests a hearing with the Committee on Academic Freedom and Tenure Hearing and the committee determines that the clause 'Persistent failure to perform satisfactorily' is more applicable, in the case of tenured faculty, the process outlined in 'Evaluation of Tenured Faculty' shall come into effect.

2.3.10.2 Nondiscrimination, Harassment, and Sexual Misconduct Violations

In the event a faculty member has violated the University's Nondiscrimination, Harassment and Sexual Misconduct Policy (refer to the policy described in Chapter 7), the procedures and processes set forth in the policy shall serve as the procedural process by which the faculty member may be involuntarily suspended or dismissed from the University.

2.3.10.3 Procedures for Possible Dismissal or Suspension of Tenured and Tenure-Track Faculty Members

2.3.10.3.1 Preliminary Proceedings

When reason arises to question the fitness of faculty members to continue in their posts of teaching and/or research, the appropriate administrative officers shall: 1) request a meeting with the Committee on Academic Freedom and Tenure Hearing and 2) discuss the matter in a private conference with the faculty member. The objective of the meeting and discussion is to explore any options or remedies available that may resolve the matter without a hearing. The meeting with the Committee shall take place within 10 calendar days of the request.

When a settlement or resolution cannot be effected and the Provost, in consultation with the President, has decided to institute proceedings to dismiss a faculty member with tenure for cause as specified in **2.3.10.1** above, the Provost shall write a letter to the faculty member describing with reasonable particularity the grounds for dismissal. The letter also shall tell the faculty member that he or she may request within 30 calendar days a hearing by the Committee on Academic Freedom and Tenure Hearing and shall tell the faculty member in detail, or by reference to this Tenure Statement, of the faculty member's procedural rights. The faculty member must make a written request for a hearing to the Committee on Academic Freedom and Tenure Hearing within thirty (30) calendar days of receipt of the Provost's letter or the faculty member will be permanently dismissed from the University. The President of the University may hire outside legal counsel to advise the Committee throughout the remainder of this process.

The Committee shall choose the time and place for the hearing, allowing the faculty member and Provost sufficient time to prepare a defense (normally two [2] or three [3] weeks). The faculty member shall not be suspended during the proceedings unless the Provost, in consultation with the President, determines that such is necessary to prevent immediate harm to the member's person or to others. Unless legal considerations forbid, any suspension shall be with full pay. Either party may be represented by counsel at any time during this entire process.

2.3.10.3.2 Procedures for Conducting Hearings

The Provost must submit a position statement, supporting documents, and a list of witnesses to the Committee at least two weeks prior to the hearing. The faculty member will then be given a copy of the Provost's document and will have one additional week to submit his/her documentation to the Committee. The University's Title IX Coordinator

shall be notified and be available to advise the Committee throughout this process if the faculty member claims that the suspension or dismissal is in violation of the University's Nondiscrimination, Harassment, and Sexual Assault Policy or if the faculty member is being dismissed for violating that policy. If the faculty member is claiming a violation of that policy, these procedures will serve in-lieu of any complaint process thereunder. If the faculty member is being dismissed for violating that policy, the sole purpose of the hearing is to determine if the process set forth in that policy was substantially followed and the victim cannot be called as a witness. In any case, the President cannot be a witness.

Once the parties have submitted their documents, additional documents may not be accepted within six (6) business days of the hearing or at the hearing unless the document was not previously obtainable by the party seeking its late admission. The Committee and the parties may meet prior to the hearing to discuss hearing protocol and procedural rules not specifically prescribed by this *Handbook*. The hearing shall be presided over by a member of the Committee, ordinarily by the chair. The Committee shall determine the order of statements, testimony, and evidence to be presented; may conduct the questioning of witnesses; and, if necessary, shall secure the presentation of evidence important to the case. All statements and testimony shall be duly recorded; an accurate transcript of the hearing shall be made and be available to the Provost, the Committee, and the faculty member concerned.

The Committee shall consider the statement of grounds for dismissal formulated by the Provost and the position statements and documents of the parties. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the parties' position statement shall be received. The faculty member shall have the aid of the Committee, when needed, in securing the attendance of witnesses. The Provost shall have the burden of persuasion of the Committee by the preponderance of the evidence and will present his or her case first, followed by the faculty member. The faculty member and his or her counsel as well as the Provost and his or her counsel shall have the right, within reasonable limits established by the Committee, to present the case and question all witnesses who testify orally. Statements of witnesses may, when necessary, be taken outside the hearing and reported to it, but the identity of such witnesses must be disclosed.

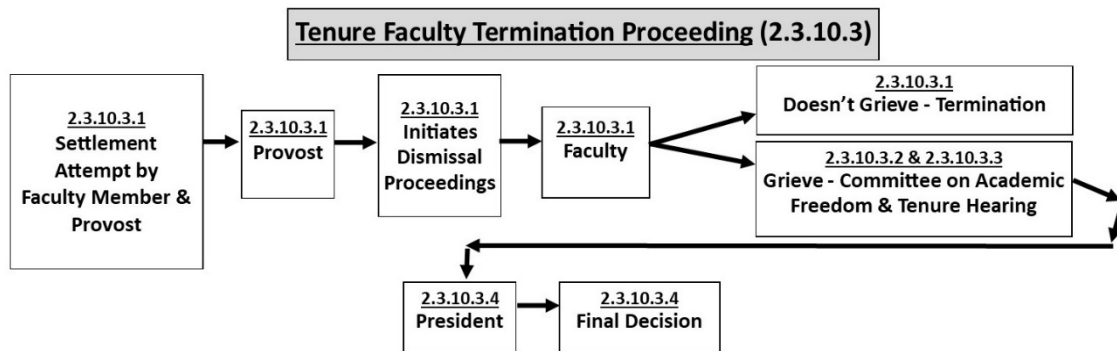
2.3.10.3.3 Disposition of the Case

The Committee must issue a written decision within fifteen (15) calendar days after the hearing. The Committee shall reach its decision in conference on the basis of the parties' position statements, supporting documents, and testimony given at the hearing but in cases brought in accordance with the process outlined in "Evaluation of Tenured Faculty" (2.3.5.4), the Committee shall give due weight to any previous determinations made by a faculty committee. The Committee's ultimate decision shall be limited to whether or not the faculty member shall be terminated. The Committee shall make detailed findings with respect to each of the grounds of dismissal presented. The Provost and the faculty member shall be notified simultaneously in writing of the findings and decision and shall be given copies of the transcript of the hearing. If the Provost and the faculty member concerned accept the decision of the Committee, the matter shall be considered terminated and the Committee's decision shall be final.

2.3.10.3.4 Action by the President

If either the Provost or the faculty member concerned does not accept the decision of the Committee on Academic Freedom and Tenure Hearing, he/she must send a written notice of appeal to the President within five (5) business days of his/her receipt of the decision

with copies to the other party and Committee chair. The notice shall set forth specific reasons why the Committee's decision should not stand. A full report of the findings of the Committee shall be immediately forwarded to the President. The other party may issue a written statement to the President in response to the appeal within five (5) business days of his/her receipt of the notice of appeal. After studying the notice of appeal, Committee's report, the other party's response, if any, and making whatever additional investigation he or she may feel necessary, the President shall make the final decision in the case.



2.3.10.3.5 Official Announcements

Except for such simple announcements as may be required pertaining to the time and place of the hearing and similar matters, public statements about the case by the faculty member concerned, the officers of the Administration, and the members of the Committee on Academic Freedom and Tenure Hearing shall be avoided. Any official announcement of the final decision shall be made by or through the President and shall include a statement of the actions of the Committee on Academic Freedom and Tenure Hearing or the President. Victims of sexual harassment or assault shall be notified of the final decision.

2.3.11 Tenure Denial or Non-Renewal of Tenure-Track Faculty Members

2.3.11.1 Procedures for Conducting Review

A tenure track faculty member who is not renewed for the following academic year or denied tenure may request a review of a non-reappointment or tenure denial with the Committee on Academic Freedom and Tenure Hearing for the following claims:

1. Academic freedom violations;
2. Deviations from the tenure review or non-renewal process but only when such deviations are so substantial that the decision to deny tenure or not renew would have been different;
3. Failure to meet any non-renewal notice requirements set forth in the *Handbook*; or
4. Violations of the University's Nondiscrimination, Harassment, and Sexual Assault Policy.

The faculty member must make a written request for a review to the Committee within thirty (30) calendar days of receipt of the notice of non-renewal or tenure denial. The request shall set forth all claims and attach all documentation that supports the claims. A copy of the request and supporting documentation shall be simultaneously sent to the Provost. The Committee shall immediately dismiss any request that fails to allege any of the claims set forth in 1-4 above. The Provost shall issue a written response to the Committee within ten (10) business days of receipt of the request for a review. Any supporting documentation shall

be attached to the response. A copy of the response and supporting documentation shall be simultaneously sent to the faculty member.

The University's Title IX Coordinator shall be notified and be available to advise the Committee throughout this process if the faculty member makes a claim under four (4) above. In such a case, these procedures will serve in-lieu of any complaint process under that policy.

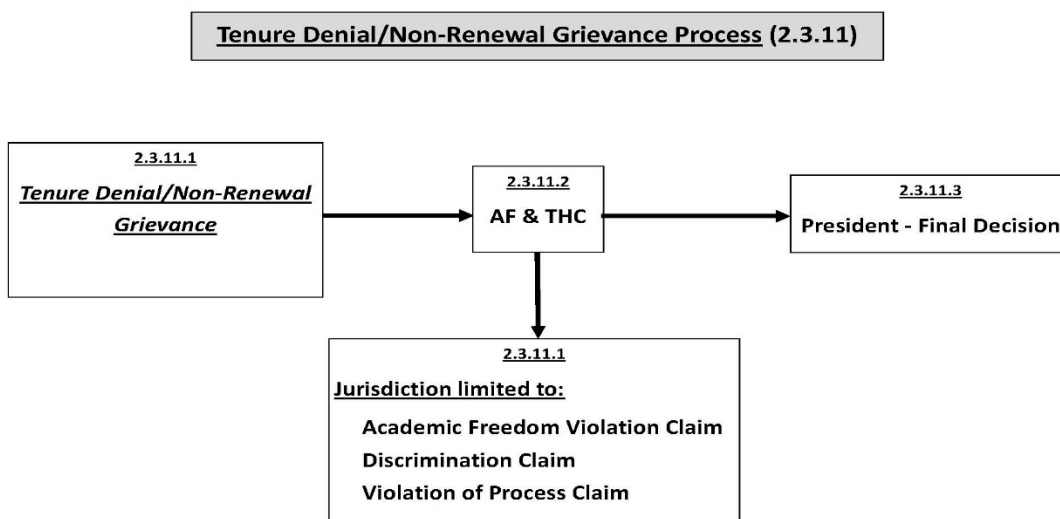
The Committee has discretion to determine an appropriate review process on a case-by-case basis. At the very least, the Committee must interview the faculty member and the Provost. This Committee may interview other members of the University community whose testimony may support the faculty member's claims or the Provost's response. The Committee cannot interview the President. The faculty member and Provost may be represented by counsel during the entire process for advisory purposes only. Counsel does not have the right to ask questions of the Committee or during any interview conducted.

2.3.11.2 Disposition of the Case

The Committee shall make a written recommendation to the President. The Committee shall determine its recommendation in conference on the basis of the faculty member's claims and supporting documents, the Provost's response and supporting documents, and information acquired from any interviews conducted. Within fifteen (15) calendar days of its receipt of the Provost's response (see section 2.3.11.1), the committee shall submit its written recommendation and supporting documentation, including but not limited to the faculty member's request and Provost's response, to the President, with copies to the faculty member and Provost. The Provost and faculty may issue the President a written response to the Committee's recommendation within five (5) business days of their receipt of the recommendation.

2.3.11.3 Action by the President

After studying the recommendation, all documents required or allowed to be received, and making whatever additional investigation he or she may feel necessary, the President shall make a final written decision within fifteen (15) calendar days of his or her receipt of the recommendation.



2.3.12 Leaves

Valparaiso University recognizes four (4) kinds of leaves for faculty members:

2.3.12.1 Sabbatical Leave

Sabbatical leaves are defined as absences for one (1) or two (2) semesters for rest, reinvigoration of teaching, and for professional research projects. The sabbatical leave is an opportunity for faculty members to prepare themselves through study and research for continued service to the University.

Eligibility for sabbatical leave is restricted to those faculty members who have been approved for tenure at Valparaiso University with six (6) academic years at the rank of assistant professor, associate professor, or professor, and who have had a minimum of six (6) years of full-time, tenure-track service at the University.

These six (6) academic years need not be consecutive and may be interrupted by leaves of absence or professional development leave, but years which include such leaves do not count toward eligibility. Years which include leaves for scholarly purposes (e.g. University Research Professorships) may be counted towards the six years; such exceptions are granted by the provost. Six (6) additional academic years of such service shall be required for eligibility for the next sabbatical leave. Service shall not be cumulative if the sabbatical leave is not granted or taken at the end of six (6) years of service.

Good and sufficient reasons for such a leave include the following: 1) To research or write a scheduled or planned publication; 2) To research and read for new curricular initiatives; and 3) To participate in a semester of structured study or reading as preparation for research, a new course, or new directions in teaching. Other proposals not fitting the above three (3) criteria will be considered.

The sabbatical leave shall be either for one (1) semester at full salary or for two (2) semesters at half salary, but other arrangements will be considered case by case.

Upon recommendation of the Provost, the President will, whenever it is feasible, grant a sabbatical leave of absence to an assistant professor, an associate professor, or a professor who is eligible for such a leave.

The University shall continue to pay its normal share of all benefits of a faculty member who is on sabbatical leave.

Before being granted sabbatical leaves, faculty shall agree to return to Valparaiso University immediately after the expiration of the sabbatical leave and to serve the University for a period of one (1) additional academic year, with the understanding that, if they fail to serve the University for this year, the salary they received while on sabbatical leave shall be refunded to the University.

While on sabbatical leave, faculty members shall not accept remuneration for employment elsewhere. Deviations from this policy must be specified in the proposal and need prior approval by the Administration. Faculty may, however, accept academic awards, grants, or royalties from institutions of higher learning, boards, foundations, educational organizations, or publishers.

Whenever length of service is a factor in determining promotions or salary increases, the time spent by a faculty member on sabbatical leave shall be considered as time of service to the University.

2.3.12.2 Research Leave

A research leave is granted by the Administration upon recommendation of the Committee on Creative Work and Research. It is intended for faculty members who have been selected as University Research Professors. See Appendix E, Section 5.

2.3.12.3 Professional Development Leave

A professional development leave allows study leading to an academic degree (“Study Leave”), stronger qualifications, or “on-the-job” training likely to enhance the faculty member’s professional competence. Any financial responsibility of the University must be arranged individually with the Administration.

2.3.12.4 Leaves of Absence

Leaves of absence allow consulting, research, or other activity. The University assumes no financial obligation in this instance.

The University follows the guidelines of the Family Medical Leave Act which can be found in Appendix O.

2.4 ARTICLE IV: FACULTY ORGANIZATION

2.4.1 Academic Organization

The faculty is organized into colleges, schools, departments, and libraries.

2.4.2 Meetings

The faculty meets in plenary sessions several times each year and shall be called into special session by the University President within ten (10) days of receipt by the University President of a request for such a meeting signed by at least thirty (30) percent of those persons holding faculty rank. Announcement of all meetings is made by the Provost. The University President is the chair and presiding officer of the faculty and the Registrar serves as its secretary. The faculty determine whether its meetings shall be open or closed to those persons who are not members of the faculty. An agenda for each meeting is published a week in advance. Recommendations of individual faculty members for the agenda should be made to the Provost in a timely manner. Resolutions for faculty action are published one (1) week in advance. This requirement may be waived by two-thirds of the faculty present.

The faculty members of each academic organization meet at least once each semester to consider the business, policies, and development of its interests. The appropriate academic officer chairs such meetings. Minutes of such meetings are recorded and distributed promptly to the faculty members of the organization involved, and to the University President and the Provost.

2.4.3 Voting Membership

At meetings of the faculty and in elections for Faculty Senate Chair and Vice Chair as well as in elections of Faculty Senate committees elected by the faculty at large, Regular Faculty as defined in 2.3.1.1 are eligible to vote.

At meetings of the faculty's academic organizations as defined above in 2.4.1, only Regular Faculty, as defined in 2.3.1.1 but excluding adjunct faculty, are eligible to vote unless the academic organization indicates otherwise.

2.4.4 Collegiate and Departmental Organization

In order to advise the dean or the chair properly, academic organizations may establish committees and adopt bylaws. These bylaws are valid when certified by the dean and the Provost.

2.4.5 Functions

The faculty recommends to the University President academic policies and programs of the University as well as policies affecting the general welfare and professional life of its members. Except when meeting in plenary session, the faculty delegates its advisory and legislative functions not reserved to it in Article H, Section I of "An Instrument for the Internal Governance of Valparaíso University" to the Faculty Senate and University Council. All actions of Faculty Senate and University Council may be modified or rescinded by the faculty.

Subject to the authority of the University President, the faculty shall have exclusive jurisdiction in all matters within the province of its committees. It shall have the responsibility for certification, accreditation, professional programs, and for graduation requirements. Only the faculty, acting through procedures established elsewhere in this *Handbook*, shall have the right to advise the University President on all matters affecting the appointment, promotion, and tenure of members of the faculty.

Faculty voice in legislative matters is expressed primarily through Faculty Senate for academic matters and through University Council for non-academic matters. Each body works, in part, through its standing, special, and ad hoc committees; the scope of these committees helps to define the subject-matter jurisdiction of each body.

In particular, the Faculty Senate provides advice and guidance to the President's Council on matters concerning the guidelines for setting the academic calendar. The University Council approves the academic calendar created by the Registrar, consistent with those guidelines.

The faculty may create and determine the composition of such committees or other agencies as it sees fit to deal with matters within its province. It shall not, however, establish standing committees that duplicate functions and responsibilities delegated to Faculty Senate and University Council.

2.4.6 Faculty Senate

The Faculty, except when meeting in plenary session, delegates its advising and legislative functions to the Faculty Senate. All actions of the Faculty Senate may be modified or rescinded by the Faculty. The details of the size, composition, and structure of senate and its committees are contained within the Faculty Senate Bylaws and are included as **Appendix D** to this handbook.

2.4.7 University Council

The details of the size, composition, and structure of University Council and its committees are contained within the University Council Bylaws and are included as **Appendix C** to this handbook.

2.4.8 Steering Committee

If doubt arises as to whether an issue should be referred to Faculty Senate, University Council, Student Senate, or administrators, the University President convenes the Steering Committee, consisting of the University President, Student Body President, chair of Faculty Senate, and chair of University Council. This Committee assigns the issue to one or more of these bodies and persons.

2.4.9 Appointed Standing Committees of the Faculty

2.4.9.1 International Affairs Committee

The primary charge of the International Affairs Committee is to support, monitor, and initiate strategies for further internationalization of Valparaiso University. In this capacity, the International Affairs Committee serves as an advisory committee to the International Programs Office and to the Provost's Office.

Specific duties stemming from this charge fall under two rubrics: study-abroad programs and international students. These duties include soliciting applications for the Resident Director positions, monitoring and promoting the University's study-abroad programs, reviewing all proposals for new exchange programs, supporting initiatives to recruit more international students, monitoring the enrollment of international students, recommending strategies to insure diversity, and facilitating the functioning of programs involving internationalization such as the Kade-Duesenberg German House and the China Center.

The International Affairs Committee is appointed by the Provost. Membership includes the Associate Provost for Graduate and Online Education or some other representative from the Provost's Office, the director of International Students and Scholars, the director of Global Education, one representative from Student Life, one representative from the Office of Admission, three representatives total from the College of Arts and Sciences and Christ College appointed by the deans, and one representative each from the College of Business, College of Engineering, and College of Nursing and Health Professions, each appointed by their respective dean.

2.4.9.2 Teacher Education Advisory Council

The Teacher Education Advisory Council is appointed by the University President and Provost. It comprises six (6) faculty members from departments involved with teacher education, six (6) members from elementary or secondary education in the field, and the chair of the Department of Education, the Dean of Continuing Education and Graduate Studies, and a representative from the office of the Dean of Arts and Sciences, *ex officio*.

The Council meets regularly to advise the Department of Education on policies and practices of teacher education programs; informs the University community about the programs in teacher education; advises the Department of Education about University commitments to and concern for teacher education; and consults with the Department prior to final action on adding a program, dropping a program, changing program requirements, or changing criteria for admission to teacher education.

2.4.9.3 General Education Committee

The General Education Committee is an appointed standing committee of the faculty charged with ensuring that the philosophy and goals of the University's general education program are diligently pursued and the program effectively evaluated. The Committee is further charged with advising and assisting the standing committees of the Faculty Senate, as well as the Senate itself, in all matters pertaining to the University's general education program.

The General Education Committee consists of twelve (12) members, subject to the approval of the Provost, selected according to the following formula and serving two-year staggered terms: one member appointed by the Dean of the College of Arts and Sciences from each of the three electoral divisions of the College of Arts and Sciences; one member appointed by each of the Deans of the Colleges of Business, Engineering, Nursing and Health Professions, Christ College, and the Library; the Director of the Freshman Core Program (ex-officio); the University Director of Writing (ex-officio); the Assistant/Associate Provost for Faculty Affairs and General Education Officer (ex-officio, nonvoting), and the Registrar (ex-officio, nonvoting). The Committee elects its chair from among the membership.

Specific duties of the General Education Committee are:

1. Advocating and interpreting the University's general education program for the campus community.
2. Stimulating ongoing discussion of the philosophy and goals of general education.
3. Receiving and considering suggestions and proposals concerning general education requirements and policies and making recommendations to the appropriate committee(s) of the Faculty Senate and the administration.
4. Reviewing the specific rationale for as well as the activity and course criteria of each general education category on a continuing basis.

5. Examining and approving all courses and activities that seek to fill a general education requirement in terms of their appropriateness to the objectives of each general education category. Reporting the results of such actions to the Educational Policy Committee.
6. Advocating and stimulating the regular review and assessment of general education courses and encouraging the imaginative development of appropriate new offerings.
7. Advising and assisting the Committee on Assessment with assessing the overall effectiveness of the general education program on a regular basis.
8. Communicating with constituents on a regular basis and reporting their feedback to the committee.

2.4.10 Faculty Athletics Representative

The Faculty Athletics Representative (FAR) is recognized as the representative of Valparaiso University and its faculty in the relationship between the NCAA, the Missouri Valley Athletic Conference, and Valparaiso University. The FAR is one of five recognized individuals authorized to make contact with the NCAA membership services staff in the normal interaction between the NCAA and Valparaiso University. The chief executive officer, director of athletics, senior woman administrator, and compliance coordinator are the other individuals. The FAR is involved in the assurance of the academic integrity of the athletics program and in the maintenance of the welfare of the student-athlete.

The FAR shall be a full-time, tenured member of the regular faculty. The FAR shall be appointed by the President of Valparaiso University and reports directly to the President. The term shall be for a period of four years, with a two term maximum, subject to an earlier termination by the President or resignation of the FAR.

2.5 ARTICLE V: FACULTY RESPONSIBILITIES AND PROFESSIONAL STANDARDS

2.5.1 Faculty Responsibilities

At Valparaiso University, faculty members are colleagues and professional persons whose rights, duties, responsibilities, and privileges are defined by ancient customs and the traditions of the worldwide academic community.

As noted in **2.3.4, Standards for Evaluating Faculty**, the University expects all members of the faculty to contribute to sound instruction and those who are tenure-track to also contribute significant scholarly inquiry. Faculty members have the obligation to carry their fair share of teaching, research, advising, and service. They are expected to be available to students for consultation and tutelage which may well range beyond conventional academic advising. In a residential university such as Valparaiso University, full-time faculty members are expected to participate in evening and weekend activities of the campus community as well. They are expected to support activities related to student recruitment and retention, and placement. To achieve its goals, the University encourages each academic unit to call upon the services of an individual faculty member according to that member's current interests and talents, and in light of the aims and needs of the program.

All members of the faculty are expected to attend formal meetings of the faculty and the various academic units unless these meetings conflict with instructional duties, and to attend, in academic garb when requested, commencement exercises and other formal academic events.

2.5.2 Faculty Ethics

The following principles govern the conduct of faculty members of Valparaiso University.

2.5.2.1 Responsibility to the Disciplines

Faculty members seek to understand their subjects and to render them understandable to others. The scholarly dedication to truth and its free exposition appears sometimes as original scholarship but more often as an imaginative synthesis of the findings of fellow scholars.

The pursuit of truth requires many virtues. These include integrity rather than mere cleverness, humility and humor in the face of truth's complexity and one's own limitations, love because truth can be destructive in its expression and application to human affairs, and courage in the face of pretension, illusion and self-deception. The quest for the whole truth requires that one's findings be placed in broader contexts of meaning and related to other intellectual perspectives, including finally one's view of life and the place of education in life.

2.5.2.2 Responsibility to Students

The primary relationship between faculty members and students derives from the teaching/learning process rather than from mutual friendship. Within this intellectual orientation, faculty members unfold the disciplines, alert to issues of value and to the stages of students' intellectual and moral development. This is done in an atmosphere of free inquiry, free of gender and racial stereotypes, with strong encouragement toward independent and critical thinking, as well as encouragement for cooperative and collaborative work. By rigorous self-criticism, by fairness in evaluation and generous availability outside the classroom, by attentiveness to diverse learning experiences (such as research, study abroad, or cooperative education), by responsive academic and vocational advising, by attention to professional detail, including the prompt return and thoughtful evaluation of student work, and by participation in the student co-curriculum, faculty members embody and teach the virtues of a learned and learning community.

2.5.2.3 Responsibility to Colleagues

Healthy collegiality embraces the exchange of criticism and ideas, respect for the opinions of others, and acknowledgment of one's interdependence in the community of scholars. It mandates sharing common duties. These include University governance through which University policy is shaped so that the educational purposes of the University are kept central, undistracted by unwarranted claims from alumni, students, administration, and athletics. As members of a scholarly community at Valparaiso University, faculty members will take an interest not only in the activities of their discipline, but also in other fields of learning, for the deepening and broadening of a common intellectual and cultural life at Valparaiso University.

2.5.2.4 Responsibility to Valparaiso University

While the chief obligation of faculty members to their own institution is to be effective teachers and scholars, full-time faculty members must also contribute to the flourishing of the University and its students through a variety of services including participation in committees and co-curricular activities. Similarly, even as the full-time commitment of professional scholars does not contemplate an eight-hour day and forty-hour week, the citizen of the University may be called upon for commitments in time beyond the normal working day. As members of a residential university, faculty members should reside within a reasonable distance of the University in order to be involved in the unusual rhythms of such an institution's life. This ideal requires careful balancing of the commitment to the institution with important obligations to one's family and to the civic community. A faculty member is solicitous of the well-being and good name of the University but equally vigorous in criticism of it in the interest of its well-being and its central educational purpose.

2.5.2.5 Responsibility to Society

The citizen-scholar neither works in a social or political vacuum, nor prepares students simply to mirror the values of current society, adjusting to its needs and authorities. The University conserves a heritage but also creates new visions of truth, including the criticism of present arrangements in the society. Scholars at a church-related university bear a similar responsibility to the church. This responsibility is to be exercised through not only the education of students but also through direct contributions in the public arena as citizens, church members, and professionals.

2.5.2.6 Integrity in Research

All faculty members and all others involved in individual and collaborative research are expected to observe professional standards of research, as defined by their discipline and by their peers. They are also expected to observe the highest standards of integrity in their research. The University will not tolerate fabrication, falsification, plagiarism or other serious deviations from accepted practices in proposing, carrying out, or reporting results from research. Honest efforts and acceptable differences in judgment and interpretation will not, however, be deemed as misconduct in research.

Allegations of misconduct in research should be reported in writing (signed by the complainant) to the appropriate academic dean. The dean will then conduct an inquiry and investigation according to procedures outlined in the Research Misconduct Policy available online at the General Counsel's website.

2.5.2.7 Copyright Regulations

Instructors often seek to duplicate the written copyrighted works (protected works) of another to be used for professional purposes or to be disseminated in the classroom to further learning. Duplication can occur by physically copying the protected work or having the work transferred or retransferred into an electronic format. Classroom dissemination of protected works can occur when the professor distributes actual copies of the work to students or enables the students to obtain electronic copies via email or other electronic mediums. It is the responsibility of any faculty who duplicates or disseminates such protected works to comply with all applicable copyright laws and regulations.

The general rule is that copyright holders have the exclusive right to their works. As such, instructors are generally prohibited from duplicating and/or disseminating the protected works of another without the copyright holder's permission. Instructors are encouraged to obtain the written permission of copyright holders before duplicating their protected work. Permission may be sought from the actual copyright holder or the Copyright Clearance Center at www.copyright.com. Copyright holders may require a fee before they will grant the requesting instructor permission to duplicate their protected work. Oftentimes, the author of the protected work is not the copyright holder so getting permission from the author may not be enough.

There are two recognized exceptions and another potential exception to the general rule that says copyright holders have the exclusive right to their works. The two exceptions are: 1) The Fair Use Exception and 2) Works in the Public Domain. The other potential exception applies to orphan works. This policy attempts to conservatively summarize these exceptions; however, more liberal applications of these exceptions may apply. You are encouraged to contact Valparaiso University's General Counsel for advice before you seek to duplicate protected work or if you have any questions or concerns about copyright infringement.

2.5.2.7.1 The Fair Use Exception

The fair use exception allows an instructor to duplicate protected works, under certain circumstances and if certain criteria are met, for purposes such as criticism, comment, news reporting, teaching (including multiple copies and course packs), scholarship, or research without the need to get the copyright holders' permission or pay them a fee. The criteria vary depending on whether or not the instructor is making a single copy for his/her own use or multiple classroom copies or course packs for classroom use.

An instructor may make a single copy, without the copyright holder's permission, of any of the following for his or her scholarly research or use in teaching or preparation to teach class:

- a. A chapter from a book.
- b. An article from a periodical or newspaper.
- c. A short story, short essay or poem (whether or not from a collective work).
- d. A chart, graph, diagram, drawing, cartoon, or picture from a book, periodical, or newspaper.

An instructor may make multiple classroom copies or course packs for classroom use, without the copyright holder's permission, if the instructor posts a notice of copyright on each copyrighted item and meets the following tests:

1. The brevity test
2. The spontaneity test; and
3. The cumulative test

The brevity test is met for the copying of a poem if the poem has fewer than 250 words, or it is an excerpt of not more than 250 words. For other works of language, the brevity test is met if it is a copy of a complete work of 2,500 words or an excerpt of 1000 words or 10% of the total length of a longer work, whichever is less. The brevity test is met for the copying of an illustration (i.e., chart, graph, cartoon) if it is limited to one illustration per book or periodical. The brevity test is met for special works (combinations of language and illustration) if the copy is no more than two published pages and contains no more than 10% of the words.

The spontaneity test is met when the instructor's decision to use the protected work and the moment of its classroom use are so close in time that it would be unreasonable to expect a timely reply for permission from the copyright holder.

The cumulative test is met if the protected work is used for one course and not more than one piece of protected work or two excerpts of protected work from the same author or three pieces of protected work from the same collective work. There shall be no more than nine different copyrighted works distributed per class per semester.

Even if an instructor meets the above tests, protected work should not be copied, without the copyright holder's permission, if it is used as a substitute for the works, as a substitute for the purchase of the protected work, if the duplication is at the request of the instructor's superiors, if the duplication is repeated with respect to the same protected work by the same instructors from term to term, or if the student is charged beyond the actual cost to duplicate the protected work. Instructors should immediately contact Valparaiso University's General Counsel if their superiors request the duplication. Finally, even if an instructor does not meet the above tests, an instructor may generally duplicate a recent news article for classroom dissemination; however, this exception may not apply if the same article is duplicated and disseminated on a continual or regular basis. If this is the case, the instructor should inquire with the library to see if it subscribes to a news database that contains the article and have the students access the article through the library.

2.5.2.7.2 Works in the Public Domain Exception

Works in the "public domain" may be copied and disseminated without the copyright holder's permission. Generally, a work is considered in the public domain if it is at least 95 years old, if the creator has expressly disclaimed a copyright interest, or if it is created by the federal government. For more information regarding works in the public domain, along with other resources regarding copyright and author rights, please access the Copyright Information Libguide available through the Christopher Center Library at <http://libguides.valpo.edu/copyrightinformation/>.

2.5.2.7.3 Orphan Works

There is another potential exception to the general rule that says the copyright holder has the exclusive rights to the protected work. This potential exception applies to orphan works which are defined as works for which no copyright holder can be found, and thus for which permission to use these works cannot be obtained. To be an orphan work, the instructor should be able to show that he/she has exercised good faith and due diligence in seeking permission from the copyright holder but could not determine the copyright holder. This exception has been endorsed by numerous scholars and legislatures; however, there is no law or court decision that directly applies this exception to the general rule. Instructors are encouraged to contact Valparaiso University's General Counsel for guidance before relying on this exception.

2.5.2.8 Nepotism Policy Faculty Guidelines

The hiring of all faculty is based on qualification and merit. Valparaiso University does not discriminate in favor of or in opposition to the employment of relatives. For the purpose of these faculty guidelines, “a relative” applies to the following relationships: spouse, domestic partner, child, parent, brother, sister, grandparent, grandchild, or in-law. One relative cannot be responsible for making decisions in personnel matters regarding another relative, such as the hiring, promotion, retention, compensation, evaluation, or other conditions of employment. If needed, the immediate supervisor of the faculty member will appoint a new supervisor to handle decisions related to a relative’s evaluation, promotion, compensation, workload, and other aspects of the relative’s work.

In the possibility of hiring a relative, faculty members should recuse themselves and notify their immediate supervisors in writing of their recusal. Specifically, a faculty member should not be involved in the following activities of the hiring process:

- Reviewing resumes;
- Determining which candidates will be interviewed;
- Participating in the interview process;
- Participating in selection;
- Participating in any other activity that is part of determining whether candidates are qualified or will be hired for the position.

A faculty member may not influence decisions related to a relative’s evaluation, promotion, or compensation, including, but not limited to:

- Providing feedback for performance evaluations;
- Participating in corrective action;
- Participating in decisions related to promotion;
- Participating in decisions related to merit increases or compensation;
- Participating in decisions related to performance management including discipline or dismissal;
- Participation in decisions related to leave of absence requests (sabbaticals, LOAs);
- Approving expenditures of funds such as travel or training requests, travel reimbursements, or bridge funding.

2.5.3 The Faculty and Morning Prayer

As an expression of Christian faith, the University worships each weekday morning. All members of the University community are invited to participate. Faculty members who do not participate are expected to respect this tradition of worship by not scheduling office hours or any activities that would keep students or colleagues from worship.

2.5.4 Intellectual Property

See Appendix S for the full Faculty Policy on Intellectual Property.

2.5.5 Conflict of Commitments

The University recognizes that full-time faculty members, because of their expertise, will have opportunities to provide consulting and other professional services to outside agencies, businesses, individuals, and community organizations. Insofar as these activities contribute to one's own professional development, enhance the reputation and visibility of the University, and further the well-being of the community, they are encouraged.

Nevertheless, full-time faculty members must always recognize that they have a professional commitment to the University during the academic year. Therefore, employment outside the regular appointment arrangements with the University (including paid consultation, private practice, and private research contracts) must not interfere with the faculty member's full-time responsibilities of teaching, advising, scholarship and research, and University/community service. Furthermore, such employment is considered acceptable only when 1) it contributes to the professional development of the faculty member, and/or 2) it provides expertise to a socially or technically important problem.

For full-time faculty members, outside employment is limited to an average of eight (8) hours, or the equivalent of one (1) working day, per calendar week during the academic year while the University is in session. Included in these weekly eight (8) hours is the restriction of teaching no more than one (1) course per semester in a program other than Valparaiso University. Time spent on such outside activities must be in addition to the faculty member's full-time commitment to the University. Therefore, activities which require regular hours off campus during the normal business day are considered inappropriate as they would interfere with the faculty member's normal presence on campus or availability for committee meetings, student advising, and so forth. When conflict arises between outside employment and professional responsibilities to the University, consideration will be given to another type of association with the University. This applies particularly to faculty members with substantial equity and managerial responsibility for the success of a private enterprise.

Outside employment generally should be consistent with the educational mission of the University and should in no way conflict with the University's interest and goals. In general, such activities may not make use of University facilities and resources unless approval has been obtained from the appropriate academic officer or compensation is made to the University. In addition, those outside activities for which a full-time faculty member receives compensation must be so designated if they are included as part of the faculty member's annual activities report or as application materials for promotion and tenure. Finally, the name of the University may not be used in support of any such paid outside activities, other than in the normal identification of the faculty member's affiliation with the University.

Tenure-track or tenured faculty members at Valparaiso University may not hold a tenure-track or tenured position at another institution.

Any full-time faculty member engaging in outside employment must inform the chair of the department of the nature and extent of any current or proposed employment at the beginning of each academic year (August), and any changes in this status must be reported at the time of their occurrence. Only those activities which conform to the above guidelines may be approved by the chair, and this approval is to be transmitted to the dean of the college of the faculty member. Any employment conditions which fall outside these guidelines must be approved by the dean of the college.

Unresolved conflicts between University obligations and outside employment may be referred to the Faculty Concerns Committee. This Committee can negotiate between department chairs or deans and faculty members who disagree about outside employment, and can advise administrators in situations finally requiring their decisions. When the issue impinges upon the tenure rights of a faculty member, the Committee on Academic Freedom and Tenure Hearing should be consulted.

2.5.6 Academic Work Year

Faculty members are expected to be on campus and available for administrative and organizational activities related to the beginning of the academic year at least nine (9) days before the first day of class. Faculty members are expected to be present on campus and participating in all official activities through the Commencement ceremonies in May. Those faculty members who conclude their service to the University at this time are expected to vacate their offices no later than May 31, at which time they officially will have completed their service to the University.

The two-semester academic work year for faculty traditionally has been described as a period of nine (9) months, including several recesses and a vacation period between the fall and spring semesters. In reality, the period in which members of the faculty will be on campus or serving the University during the academic year slightly exceeds a strict accounting of nine months. In addition, full-time faculty members may be requested to perform certain tasks during the summer without special compensation, such as occasionally interacting with prospective students or participating in summer orientation activities. A member's unavailability for such a task does not carry a negative connotation. Otherwise, summer is normally viewed as a time of refreshment and professional growth.

2.5.7 Work Load

The work load of full-time faculty members shall normally be twenty-four (24) credits per academic year although this may be altered by the appointment letter. This workload shall normally consist of at least eighteen (18) teaching load credits and up to six (6) additional teaching or work load credits. For non-lecture formats of instruction such as internships, laboratories, studios, physical education activity courses, and team teaching, appropriate credit assignments are developed jointly by the administration and the college and/or department concerned. The provost and dean may grant work load credit for research activity, professional activities, professional development, and faculty work as campus citizens. The Provost's Office will keep a record of criteria for assigning work load credits.

2.5.8 Faculty Travel

When traveling on Valparaiso University business, please refer to the University travel policy for established policies and procedures. The Travel and Travel Expense Reporting document is available in the Finance Office. The policy is also in Appendix G.

2.5.9 Privacy of Student Information

In accordance with the federal Family Educational Rights and Privacy Act of 1974 ("the Buckley Amendment"), it is the policy of Valparaiso University that all student records as defined by the Amendment are private, confidential documents. Information from them is not to be disclosed (except to authorized University personnel for internal use) to any person, organization, or agency without the consent of the individual to whom they pertain or another authorized person. The Act is printed in its entirety in Section 7.7. Specific questions about the requirements of the Buckley Amendment should be addressed to the Office of the Registrar.

As an extension of this general policy, faculty members are expected to treat with discretion information concerning a student's private views as they may be expressed in papers and discussion. This policy should not discourage judgments about the student's academic capacity and performance in response to reasonable requests, but rather aims to protect the student-teacher relationship and the student's right to privacy.

2.5.10 Use and Abuse of Support Services

Consult Section **4.8.3**.

2.5.11 Use of Computer Software and Hardware

Consult Section **4.2.6** and **4.2.7**.

2.6 ARTICLE VI: PROFESSIONAL GROWTH

The University encourages faculty members to improve their teaching, participation in learned societies and professional conferences, and research.

2.6.1 Support for the Improvement of Teaching

2.6.1.1 Valparaiso Institute for Teaching and Learning (VITAL)

The Valparaiso Institute for Teaching and Learning provides support for faculty through all stages of their career and in their various roles. By combining knowledge of faculty development, instructional/curriculum development, and instructional technology, the VITAL team members can assist individual faculty members as well as programs and departments as they strive to achieve teaching excellence and pedagogical innovation and continue with their scholarship of teaching and learning endeavors.

2.6.1.2 CELT Grants

Programs administered by the Committee to Enhance Learning and Teaching are designed to encourage excellence in teaching. Support for faculty development is available through Teaching/Learning Expense Grants and Travel Grants for undergraduate faculty.

Details of these awards may be found in Appendix F.

2.6.2 Support for Participation in Learned Societies and Professional Conferences

Each full-time faculty member is entitled to a membership in one (1) learned society paid for by the University of an amount no less than \$75. Visiting faculty members are not eligible for this benefit.

A full-time faculty member may request reimbursement incurred in attending the meeting of a learned society to which the faculty member belongs. Approval of the department chair must be secured for all such expenditures. Reasonableness of travel expenses, apportionment of available funds, and frequency of attendance will be assessed in approving such requests.

Faculty members whose departments are unable to support their presentation of major papers may seek support from the offices of the dean and the dean may, in turn, seek support from the Provost. Approval should be sought before papers are submitted, since the availability of funds is not assured.

Since international conferences are usually more costly, inquiries as to the availability of a subsidy shall be made in advance of the submission of a major paper. In granting such a subsidy, consideration will be given not only to the availability of funds and their equitable use but also to the professional record of the faculty member with respect to professional activity in regional and national meetings.

2.6.3 Research Support

2.6.3.1 Committee on Creative Work and Research

Programs administered by the Committee on Creative Work and Research encourage creative work and research by faculty members. Valparaiso University offers opportunities for appropriate recognition and financial assistance for such work through award programs, including the following:

1. University Research Professorships
2. Wheat Ridge Ministries-Kretzmann Grants

3. Summer Research Fellowships
4. Expense Grants associated with Creative Work and Research
5. Undergraduate Research Development and Support Grants
6. Undergraduate Summer Research Housing Grants

Details of these awards may be found in Appendix E.

2.6.3.2 University Assistance in Securing Research Grants

Faculty members interested in securing grants from external organizations should contact the Office of Sponsored and Undergraduate Research for assistance with procedural questions, in identifying funding sources, researching current information, budget development, writing support, and post-award management. This assistance can be for curriculum development and professional development grants as well as research grants.

Some opportunities from non-governmental organizations will be referred to the Office of Advancement for appropriate support and guidance.

The Office of Sponsored and Undergraduate Research will assist faculty in determining and applying all appropriate fringe benefits.

Faculty members interested in securing internal grants from the Committee on Creative Work and Research or the Committee to Enhance Learning and Teaching should contact the Office of the Provost for procedures and deadlines.

2.6.3.3 University Research Endowment

The Endowed Ziegler Family Faculty Research Fund for the Humanities produces earnings for research in the humanities, generally for scholars who envision a particular publication. This fund is administered by the Office of the Provost.

2.6.3.4 Research and Professional Growth Resources in the Several Colleges

The College of Engineering annually administers competition for a Frederick F. Jenny Professorship and a Richardson Research Grant, as funds are available.

The College of Business Administration administers the Janet Sievers Accounting Faculty Development and Research Endowment, established by alumni in memory of Professor Sievers.

The College of Nursing and Health Professions administers the Sigrid Lindemann Faculty Development Endowment, established by Helen Lindemann in memory of her daughter. Faculty may contribute to the corpus of this fund.

2.6.4 Chairs and Professorships

Chairs and professorships are created and endowed by donors or by the University in order to achieve a variety of purposes. These may include: 1) underwriting an existing faculty position in order to provide fiscal stability to the academic budget; 2) providing specific support for a faculty member's scholarship and teaching through reduced teaching responsibilities or additional professional support; 3) attracting faculty members of stature and quality to the University; or, 4) assuring that a certain field of study or a particular aspect of the University's mission will be supported at the University.

Details of existing chairs and professorships may be found in the *Catalog*.

2.6.5 Faculty Workshops, Seminars, and Institutes

From time to time workshops and institutes are created by members of the faculty and made available to the community. In addition, various colleges may sponsor institutes and workshops directly related to their specific professional interests.

2.6.6 Lectureships

Valparaiso University presents numerous lectures by scholars and public figures on topics of scholarly or current interest. Various endowed and named lectures are also presented each year, bringing distinguished men and women to the campus to address the University community.

Details of these lectureships may be found in the *Catalog*.

2.6.7 Awards and Grants

2.6.7.1 Alumni Faculty Fellowships

Each year the Alumni Association invites faculty members to apply for several summer grants that will permit members to carry out research or other scholarly projects. Junior members of the faculty may use these grants to help them finish a degree. Senior members may use them for post-doctoral work.

2.6.7.2 Alumni Distinguished Teaching Award

The Distinguished Teaching Award recognizes and encourages excellence in the art of teaching. Only tenured full-time members of the University faculty who have completed one academic year of on-campus teaching are eligible for this award. Faculty colleagues, students, administrators, and Alumni Board members are involved in the nomination and selection process for this very prestigious award. Both the faculty members and their departments receive a cash award.

2.6.7.3 Guild and Parents Council Grants

Each year the University Guild invites departments and programs of the University to apply for grants to assist in carrying on their work. The Parents Council also annually requests grant applications that will benefit students immediately.

The Guild has also endowed the Undergraduate Research Grants which support faculty in promoting undergraduate research. Details are available in Appendix E.

2.6.7.4 Valparaiso University Excellence in Teaching Award

This annual award recognizes a number of outstanding undergraduate faculty and units each year for their commitment to and effectiveness in teaching. Each year up to three awards will be given, either to individual faculty members or to academic units. Each award-winner receives an award of \$3,000. In the case of academic unit winners, the award will be divided at the discretion of the unit.

2.6.7.5 Valparaiso University Award for Excellence in Research and Creative Work

The Award for Excellence in Research and Creative Work recognizes a tenured faculty member who has made significant scholarly achievements to his/her discipline and/or to public discourse over the course of his or her career.

The awardee will be engaged in the national or international conversation within his/her domain of study, demonstrating notable accomplishments and recognition in scholarly,

artistic, or other relevant communities. Evidence for this will consist of a body of public work in the form of refereed publications, public performances, juried presentations, invited presentations, and/or public service on regional, state, or national committees/commissions, or other works/services appropriate to the discipline.

The award is presented annually, with a \$3,000 prize. All active tenured faculty members are eligible. Senior Research Professors are not eligible.

CHAPTER 3

Academic Practices

3.1 HONOR CODE

All student work, including all examinations, quizzes, and homework assignments at the University is subject to the Honor Code and must bear the following Honor Pledge in full:

“I have neither given or received nor have I tolerated others’ use of unauthorized aid.”

This Pledge must be signed by the writer.

The Honor Code was adopted by the faculty in 1944 on the initiative of the student body. It is at once a technical procedure of academic work and a symbol of the University's aspiration to be not simply a credentialing agency but a scholarly community. Integrity and trust are the essential hallmarks of a community that is learning to pursue truth and to form independent, critical judgments. The Honor Code supports the effort to educate students into this ideal, including the idea of self-regulation, common to the great liberal professions.

In order that the Code not be reduced to moralistic piety, it is important for faculty members to find ways of frequently setting forth to the students the higher purpose of this ideal.

Education is a process, and college students are in a transitional stage of their lives. It is likely that every large class will contain students who are immature or who deliberately reject the values of the Code. To protect the undergirding trust, it is necessary that faculty members take precautionary measures such as spacing students during examinations, and using methods of examination that do not tempt students to violate the Code.

It is the responsibility of the individual instructor to specify with each assignment (term papers, book reports, take-home assignments, etc.) what constitutes authorized and/or unauthorized aid. This should also be outlined in the course syllabus.

All final examinations and all quizzes must be given under the Honor Code, without proctors or the presence of the instructor. The instructor distributes the examination to the class or writes it on the blackboard, waits a few minutes to ascertain whether there are questions concerning legibility or clarity, and then leaves the room, returning at the end of the period to pick up the papers. The instructor may return periodically to answer questions.

If a student or faculty member has reason to believe that cheating may occur during an examination, he or she may request in writing in a timely manner that the examination be proctored. This request shall be honored. A form for this purpose has been placed on the Honor Council web site.

Unannounced quizzes and other tests used during a period devoted mainly to classroom instruction are an exception in that the instructor may remain in the room. However, under conditions set by the individual instructor and made known to the class, unauthorized aid is still unacceptable and the Honor Code will be written on all written work.

Before examinations are returned to the class, the instructor should check to make sure that the Honor Pledge has been signed. If not, the instructor should inquire of the student the reason for the omission. If it is due to forgetfulness, the instructor permits the student to sign the Pledge and the work done is officially recognized. If a faculty member suspects from evidence in the papers received--whether or not the Honor Pledge has been signed--that unauthorized aid has been given, such evidence should be turned over to the chair of the Honor Council, whose name and phone number are listed in the directory, or another member of the Council. A faculty member who detects an alleged Honor Code violation while evaluating coursework shall have ten (10) academic days from the day of the detection to report the alleged violation to the Honor Council. (Students shall have ten (10) academic days from the day an alleged violation occurred to report the alleged Honor Code violation to the Honor Council.) A faculty member is not authorized to determine guilt and assess penalties in this kind of matter. The Honor Council conducts its own investigation, which may include an interview with the instructor, and, after assembling and weighing the evidence, determines guilt. If there has been an infraction of the Honor Code, the Council recommends the appropriate discipline to the Provost of the University, who finally penalizes the offending student. Students are expected to report cases of cheating that occur in the classroom during examinations or as the cheating may relate to out of class assignments. These cases are taken up and handled in the same manner as cases reported by faculty members. The Honor Code is administered by an Honor Council of student and faculty members. An outline of these and other policies can be found in the Constitution of the Honor Council, located on the Honor Council web page.

3.2 INSTRUCTIONAL POLICIES AND PROCEDURES

3.2.1 Classroom Assignments

Classroom assignments are made by the Office of the Registrar and all room changes must be cleared by the Office. It is essential to meet the first class in the designated classroom, since that is where the students will report. Contact the Office of the Registrar (x5212) if it is necessary to change the classroom assignment.

Classes should begin and end at the times indicated in the Schedule of Classes. Classes should not extend past the ending time indicated unless specific arrangements have been made with the Office of the Registrar. This is necessary to allow students enough time to pass to their next class and to allow the next class assigned to the room to begin on time.

Chairs must not be removed from the classrooms since the room assignments have been based on the number of chairs in the classroom as reflected in the Registrar's records.

Final examinations are held in the regularly assigned classroom according to the final examination schedule published by the Office of the Registrar, unless arrangements have been made for a special examination period.

3.2.2 Class Rosters

Class rosters are available on DataVU once a faculty member is assigned to a course and are updated several times a day.

3.2.2.1 Verification Roster

Faculty should verify, by checking the roster at the beginning of the first class meeting and again after the add/drop period is completed, that the students in the classroom are only those who have registered for the course. If a student is in the classroom, but is not on the course roster, the student may be allowed to stay that day but must not be allowed to attend another class period until he/she is listed on the course roster signifying that he/she has officially registered for the course. Conversely, if

a student is on the course roster but has not attended any class meetings, faculty should note this in the grading module via DataVU and the student's information should be forwarded to the Office of the Registrar with the indication that the student has not attended the course but is still on the roster. If a student stops attending the class, the last date of attendance must be noted in the grading module found in the faculty DataVU portal. Sporadic student attendance should be noted in the *Unsatisfactory Academic Performance* progress report module.

3.2.3 Reporting Grades

Midterm grades are required for all undergraduate students and athletes in full semester courses in the fall and spring semesters. Midterm grades are due on the Monday after mid-semester. Mid-semester is also the end of the first 7-week period as noted in the Academic Calendar.

Final grades are due by noon of the Monday after the term ends. They are entered in the grading module found via the faculty portal in DataVU. Students who withdrew during the course of the semester are no longer on the roster. Grades should be marked according to the grading schedule as printed in the General Catalog. Students who stopped coming to class should have a final date of attendance noted (or a best guess) and a grade of 'F'. It is very important to meet the grade deadline since many offices are waiting for that information to start additional processing. Late grades can also delay a student's graduation from the University. Final Grades should be considered to be final and should only be changed in extreme circumstances.

3.3 CLASS ATTENDANCE

3.3.1 Student Absences

Students are required to attend every one of their classes unless the absence has been approved by the instructor concerned or the dean. Students are responsible for completing any assignments they miss. The enforcement of the absence system is, however, primarily a matter between students and their instructors. The acceptability of an excuse is left to the judgment of the instructor. However, instructors should be particularly sensitive to absences of commuter students and students traveling to or from off-campus University sponsored activities due to issues unique to their travel circumstances. Students should not be sent to the Health Service for excuses that instructors are authorized to approve themselves. In their own interest, as well as that of the University, instructors should keep daily attendance records.

Whenever a student has incurred three (3) consecutive absences, the Office for Student Affairs should be notified without delay. In cases of flagrant or excessive absences, especially when they are related to failing work, an instructor may recommend to the dean of the college concerned that a student be dropped from a course with the grade of F.

3.3.2 Absences Due to Sporting Events

Intercollegiate athletics, an officially recognized program of Valparaiso University, plays a significant role in the University's educational mission. The success of these teams can aid in recruiting faculty and students (both athletes and non-athletes) and developing a sense of pride within the student body. Athletics, however, is not an end, but the means to the student-athlete's college education which encompasses the development of physical and intellectual abilities.

Because of the demands posed by the various athletics competition schedules, it is inevitable that conflicts will arise between class requirements and sporting events. However, participation in intercollegiate athletics should not prevent the student-athlete from meeting course requirements. With the help of a few guidelines to be followed by student-athletes and coaches, and with the cooperation of the faculty and staff, solutions to these conflicts can be found.

It should be noted that NCAA rules do not permit student-athletes to miss class due to practice activities, unless notified to special circumstances associated with on campus championships by the Associate Director of Athletics for Compliance.

1. As soon as practicable, the Associate Director of Athletics for Compliance will create the Missed Class Excuse Form for each team. Each form will include:
 - a. Roster of student-athletes eligible for competition and team managers.
 - b. Dates, times, and location of each contest for the semester in question.
 - c. The reporting time for home contests.
 - d. The departure and return times for away contests.

The missed class form is populated from the Athletics Squad List and Athletics Schedule Approval Form that is submitted as part of the Valparaiso University Department of Intercollegiate Athletics Scheduling Policy as submitted and approved by the Committee on Intercollegiate Athletics (CIA). This policy addresses the NCAA, league, and institutional requirements of scheduling as well as the process for approval by the CIA.

2. Student-athletes are to provide the Class Excuse form to all faculty members for the courses in which they are enrolled during the first week of classes or, as soon as they are available. Additionally, student-athletes are to follow-up with faculty prior to the missed class and discuss options for making up missed work. It is the student-athlete's responsibility to notify faculty of absences in a timely manner.
3. Based on the above-mentioned discussion initiated by the student-athlete, faculty will provide options for student-athletes to make up missed work due to approved excused absences. Student-athletes may not be penalized solely for missed class time due to excused absences.

3.3.3 Faculty Absences

Faculty members are expected to conduct classes at times and places listed in the Schedule of Classes unless changes are cleared through the Office of the Registrar and authorized by the department chair concerned and the dean. Faculty members are expected to meet all classes for the full class period. Faculty members who are sick or otherwise unavoidably prevented from meeting classes should notify their department chair as soon as possible. When it is necessary for instructors to be away from campus for any reason, the absence should be cleared with the department chair, and appropriate arrangements made for the classes to be missed.

3.4 EXAMINATIONS AND GRADES

3.4.1 Examinations

Instructors are expected to give examinations and quizzes from time to time during the semester. These tests should be a part of students' educational experience, drawing on their ability to organize data, compare, make distinctions, and come to warrantable conclusions. Essay-type tests, where applicable, are to be preferred to true-false or similarly constructed tests. Tests should be spaced throughout the semester and the grades combined with other evidences of student achievement, including the final examination, in arriving at the final grade for the course. It is desirable to arrive at an early indication of student progress in order to report deficiencies for those students in danger of failing and to permit early counseling and other remedial measures by midsemester. This matter is especially important where freshmen are concerned, for instructors must have sufficient evidence of achievement for each freshman by mid-semester, when the midterm grade reports are due.

3.4.1.1 Extra Class Time or Exam Time Outside of the Regularly Assigned Class Periods

Each instructor must make every effort to schedule unit exams, midterm exams, and so forth, within the announced class times.

When an instructor perceives the need to arrange for extra class periods outside of the published schedule, he/she must request permission ahead of time from the department chair or dean.

In granting the permission, the chair or dean should ensure that the instructor provides opportunities for those students who are unable to be present for good and sufficient reasons to make up or participate in the activity at a time suitable to them. If these activities are mandatory and add to the required contact hours for the class, the instructor may provide reasonable compensation by freeing some regularly scheduled class times.

The instructor's intention to schedule additional activities should be signaled through an appropriate notation in the time schedule whenever possible (e.g., extra film viewing TBA or extra exam time TBA) so that students know what to expect. Such information should also be included in the syllabus.

3.4.1.2 Examination During Final Week of Classes

In order to give students adequate opportunity to prepare for final examinations, no tests may be given in courses of three (3) credits or more within seven (7) days before the beginning of the final examination period.

3.4.1.3 Final Examinations

A final examination is required in all courses of three (3) credits or more. Exceptions may be made for such courses as independent studies, practica and internships, performance, studio, and project-based and activity courses.

Final examinations are held at the close of each semester and, for courses of three (3) credits or more, must be given according to the Final Examination Schedule published by the Office of the Registrar. The scheduled time is to be used for final examinations, other assessment activities, or learning experiences related to the course. In courses of fewer than three (3) credits, final examinations are conducted during the regularly scheduled class periods. Instructors must obtain approval in advance from the appropriate academic dean for any changes to the Final Exam Schedule for a course of 3 credits or more, including changing days, times, and rooms for exams. Instructors may, however, work out alternate exam times for individual students with legitimate conflicts.

3.4.2 Grading

The evaluation of numerical and letter grades is described in the *General Catalog* under the heading, "Grading System and Quality Points." Special attention is called to I (Incomplete) and W (Withdraw) grades.

3.4.2.1 The Grade of "Incomplete"

The grade of incomplete (I) may, at the discretion of the instructor, be given to a student whose completed work in a course, at the course withdrawal deadline, would merit a passing grade and circumstances for not completing the course are beyond the student's control. A faculty member must supply the list of students to whom they gave an incomplete grade to their dean or department chair, as appropriate, by the grading deadline.

An 'I' received in one semester or summer session must be removed by the beginning of the official examination period of the next semester or it will automatically become an 'F'. The student's deadline for submitting the outstanding work to the instructor shall be one (1) week prior to that date.

An 'NR' should not be given in lieu of an 'I'. An 'NR' indicates either an outstanding honor code violation or a non-submission of a grade by an instructor. Students cannot graduate with an 'NR' on their transcript, whereas an 'I' will allow a student to graduate if their GPA is sufficient once it converts to an 'F'.

3.4.2.2 The Grade of “Withdraw”

The grade of Withdraw (W) is given either when a student withdraws from the University or when permission is granted to withdraw from a course. Course changes and additions for regular courses may be transacted during the first six (6) class days of a semester. After this period, no additions may be made to a student's schedule, but a grade of W can be authorized until the deadline for course withdrawal, which is established by the Educational Policy Committee and published on the University calendar. A student wishing to withdraw from a course with a W after the deadline must submit a Registration Change After the Deadline form to be approved by the instructor, advisor, dean, and the Committee on Academic and Professional Standards. Only in exceptional cases, such as prolonged or serious illness, will a student be permitted to withdraw from a course without a grade of F after the deadline.

3.4.2.3 The Grade of “Satisfactory”/“Unsatisfactory”

Grades of Satisfactory (S) and Unsatisfactory (U) may be used in only those courses that are so designated in the course descriptions contained in the *General Catalog* or in the case where a student has submitted to the Office of the Registrar the authorized form to take one letter-graded course on an S/U basis. Refer to the *Catalog* for requirements concerning the use of this procedure. Other courses may be used in exceptional cases when approved by the dean of the respective college and the Provost.

At the end of the semester, final grades must be submitted to the Office of the Registrar. Detailed instructions are sent from the Office toward the end of the semester. Grades must be reported within 48 hours after the scheduled final examination, with a final deadline noted in the official University calendar. Delinquency in meeting this time limit causes serious difficulties in the Office, as do errors or incomplete returns. Tardiness and errors delay important reports that the Office of the Registrar, working within severe time limits, is required to prepare for other universities, the Veterans' Administration, and so forth. A grade change for any reason other than a clerical error may be made only with the approval of the Committee on Academic and Professional Standards.

3.4.3 Academic Deficiency

To graduate with a Valparaiso University degree, an undergraduate student must have a cumulative GPA of at least 2.0. Each college or program may set progression standards that are higher than 2.0. Students whose cumulative resident grade point average falls below 2.0 will be considered academically deficient and may be denied the privilege of continuing their studies at the University, unless they succeed in improving the quality of their academic work to the satisfaction of the faculty during the following semester. Notice of such deficiency will appear on the student's transcript. The dean of each college will establish procedures to inform academically deficient students of the discontinuance of their studies.

3.4.4 Honors in Scholarship

3.4.4.1 Semester Honors

Undergraduate students (freshmen, sophomores, juniors, seniors) who achieve a standing of 3.500 in any semester will be awarded honors provided that they received no grades of I or U at the official end of the semester concerned, and that they were registered for a least 14 hours of work for that semester in the College of Business, College of Nursing and Health Professions, and the College of Arts and Sciences (12 hours in the Washington Semester Program or the Semester on the United Nations or the International Studies Semester), or for at least 15 hours in the College of Engineering.

3.4.4.2 Graduating Senior Honors

Students eligible for honors in scholarship are included on the Dean's List. Graduating senior honors are announced at commencement and are based on the last two (2) semesters of work.

3.4.4.3 Departmental Honors Work

Honors work is designed for students of exceptional ability who might benefit by earning some of the credits required for graduation through independent study rather than through regular coursework. Details about Honors work requirements may be found in the *General Catalog*.

3.4.5 Christ College

Within the general framework of the University's regulations and the guidelines of the Committee for Academic and Professional Standards, the Dean of Christ College may enrich the program of students in Christ College by varying the normal academic requirements, permitting a student to carry additional hours, authorizing interdepartmental majors to replace a regular major, and modifying or waiving other regulations according to the interest and ability of the student.

3.4.6 Field Trips

Field trips and other forms of off-campus activity may constitute a valuable supplement to the classroom and the laboratory, but because they may also cause disruptions to the overall academic program, they should be carefully evaluated before they are proposed and kept to a minimum.

The University seeks to provide the safest opportunities and methods of transportation and to mitigate any risks that might be associated with student travel. To that end, the University has established policies and procedures for student travel which are posted on the Office of General Counsel website at http://www.valpo.edu/generalcounsel/travel_policy/studtravel.php.

Student trips for which the University provides transportation must be approved by the appropriate administrative office using either the online travel enrollment site at <https://apps.valpo.edu/travel/> or the Student Trip Application form (found on the General Counsel website). This form may be used for either blanket (semester) or one-time trip authorization. It must be completed in its entirety and submitted to one of the following administrative offices **at least 3 weeks** prior to departure. Once approved, the *Student Trip Application* form will be returned to the faculty/staff advisor to be filed with the *Release of All Claims* form (also found on the General Counsel website). Together, these forms will be filed in the department's main office so that others have access in the advisor's absence. Travel emergency procedures and contact information will be returned along with the approved *Student Trip Application*.

- Office of the Provost - for Academic/Chapel travel. Travel that is sponsored by academic units or the Chapel and for which the University provides transportation requires the approval of the Provost. These trips include course-related field trips, field study courses, music, theatre, or

Chapel groups, service learning trips, attendance at conferences, workshops, and competitions, and group field research.

- Office of the Union Director - for Co-curricular and Student Organization travel. Student travel that is sponsored by student organizations requires the approval of the Union Director. Such travel must also adhere to current policies and procedures for student organizations.
- Office of the Director of Athletics - for Athletics travel. Athletic travel, including club sports travel, requires the approval of the Director of Athletics. Athletic travel must also adhere to the policies of the Department of Athletics.

Student absences for approved trips may be designated “authorized” or “recommended.” The former term is used primarily for varsity athletics and for courses listed in the *General Catalog* as requiring field work. “Recommended” is applied to selected worthwhile trips not designated as a part of course requirements. Instructors in other courses, at their discretion, may indicate to students on a list for a “recommended” field trip that for academic reasons the absence cannot be excused and may require their attendance at class on campus.

3.4.7 Office Hours

Faculty members should schedule generous office hours (a minimum of six hours per week for faculty teaching full time) and should communicate in every way possible their availability to students during reasonable hours. University policy prohibits office hours during the appointed times for Morning Prayer. In general, meetings with faculty or students should not conflict with the Chapel program, except in an emergency or highly unusual situation.

3.5 ACADEMIC ADVISING

Students are ultimately responsible for meeting curricular requirements, but academic advisors are responsible for helping students to clarify their thinking by providing each student with reasonable guidance. The dean’s offices in the Colleges of Arts and Sciences, Business, Christ College, Engineering, and Nursing and Health Professions oversee academic advising in their respective colleges. They are supported by the Assistant/Associate Provost for Faculty Affairs.

Although academic advising on campus is often provided by professional advisors, all full-time faculty members may expect to include student advising as part of their faculty responsibilities. Students may have more than one academic advisor, in which case one is designated as the primary advisor. Academic advisors and mentors aid students in course selection, direct students to academic success resources, provide career and graduate school counseling related to students’ majors, and help in long-term planning of students’ curriculum including off-campus opportunities. Primary advisors sign necessary forms including, but not limited to, registration, change of curriculum, petitions for the Committee on Academic and Professional Standards (CAPS) and “after the deadline” forms. The advisor's signature on these forms is neither prescriptive nor proscriptive. Rather, the discussion before signing provides an important opportunity to review the student's progress. This also often includes counseling with students about career options and referrals to the University Counseling Center, the Career Center, or other pertinent areas within Student Affairs.

A student who enters Valpo as an “exploratory” student will be advised by an exploratory advisor, usually in the College of Arts & Sciences, until an informed decision about a major is made. This advisor helps the student plan introductory courses in several areas of interest to the student.

Students in pre-professional programs (i.e., pre-medical, pre-dental, pre-law, pre-seminary) will be able to consult with an additional pre-professional advisor within their respective college concerning requirements and expectations of post-baccalaureate education.

In addition to the counsel of an academic advisor, students may also seek academic advising and conflict resolution within the appropriate dean's office. Academic support may also be sought from the Access and Accommodation Resource Center, Academic Support Center, Career Center, Counseling Center, Hesse Learning Center, Language Resource Center, and Writing Center.

3.6 STUDENT ACADEMIC FAIR PRACTICES

3.6.1 Guiding Principles

Students are responsible for learning and demonstrating an understanding of the content and skills of any course of study in which they enroll. Furthermore, students are free to express careful and reasoned criticism of data and opinion offered in any such course.

Students are entitled to objective, professional evaluation of their academic work and to fair, equitable treatment in the course of their academic relationships with members of the faculty. Members of the Valparaiso University faculty observe these criteria as part of their professional responsibilities. Misunderstandings have been and are to be resolved informally in discussion between students and professors. This manner of resolving problems and concerns continues to be deemed appropriate in this academic community.

In order to assure that students are accorded courteous, fair, and reasonable treatment by members of the faculty, the following statements of principles, students' rights and responsibilities, and grievance procedures are set forth as part of the policies and practices of the University. Thus the document intends to be consistent both with other official statements and goals of members of the University community as published in the *Student Handbook* and the *Faculty Handbook* and with rights guaranteed in the Constitution of the United States as applied in this institution.

The Statement of Student Rights and Responsibilities that follows outlines the rights and responsibilities of students attending this University. The academic rights of students, by their definition, imply certain responsibilities of the faculty. The procedures delineated here encourage prompt and informal resolution of both concerns and complaints and provide orderly recourse to the satisfactory resolution of a grievance.

3.6.2 Student Rights and Responsibilities

3.6.2.1 Student Rights

Students have a right to

1. Fair and regular academic evaluation;
2. Pursue an education free from discrimination based on factors that have no bearing on a candidate's potential academic success;
3. A classroom environment conducive to intellectual freedom;
4. Be free from improper disclosure of their views, beliefs, and political association that professors or administrators may acquire in the course of their work as advisors and counselors. Such information shall be considered confidential unless the student gives permission to release the information or a law or an event requires public disclosure.

3.6.2.2 Student Responsibilities

Students have a responsibility to

1. Help maintain the academic standards established by the University by participating fully in the learning process;
2. Act in a manner that does not infringe upon the rights of other members of the University community;
3. Contribute to an educational atmosphere that promotes respect for learning and human dignity.

3.6.3 Student Grievance Procedures

3.6.3.1 Definitions

1. Student grievance: A student grievance shall exist when a student alleges that a faculty member has infringed student rights as described in **3.6.2.1** of this document.
2. Student: A student is any person who has officially enrolled for academic credit at Valparaiso University.
3. Faculty member: A faculty member is any person at Valparaiso University holding an academic appointment.

3.6.3.2 Grievance of a Student Course Grade

3.6.3.2.1 Level I: Student and Faculty Discussion

Students must, if they have a concern or complaint, contact the faculty member involved (or department chair if the faculty member is not available) no later than the end of the first full week of classes following the semester in which the course grade was given. At this discussion level the student shall have access to the final examination or any other material that has been evaluated and that the student has not received. If the instructor is absent from campus, the departmental chair will have access to the appropriate documents. If at this level of information and calculation, the faculty member acknowledges an error, the faculty member is expected to respond appropriately by changing the student's grade. It is expected that most, if not all, problems will be resolved at this level. If a satisfactory solution is not reached at this level, the student may proceed to Level II.

3.6.3.2.2 Level II: Mediation Within the Department

If, after the discussion with the instructor, the student's concerns remain unresolved, the student may then approach the instructor's department chair or another member of the faculty who is the instructor's immediate administrative superior. Within seven (7) academic days of the completion of the discussion at Level I, the student must send a letter to the appropriate departmental chair or instructor's immediate administrative superior and a copy to the faculty member, informing the chair of the nature of the unresolved grievance and of the student's intent to proceed with Level II. The department chair or immediate administrative superior, if he or she believes that the complaint may have merit, should discuss it with the instructor. If the matter still remains unresolved, the departmental chair or immediate administrative superior should be referred to an ad hoc faculty committee.

3.6.3.2.3 Level III: Mediation By Faculty Committee

The ad hoc committee should be formed by the department chair or immediate administrative superior. The ad hoc committee should be composed of faculty members in the instructor's department or in closely allied fields.

The committee will examine available written information of the complaint, will be available for meetings with the student and with the instructor, and may meet with others as it sees fit. If the faculty committee, through its inquiries and deliberations, determines that compelling reasons exist to change the grade, it will provide a written explanation of its reasons to the instructor, and request that the instructor make the change. If the instructor declines, he or she shall provide a written explanation for refusing. The faculty committee, after considering the instructor's explanation, and upon concluding that it would be unjust to allow the original grade to stand, may recommend to the department chair or to the instructor's immediate administrative superior that the grade be changed. That individual will provide the instructor with a copy of the recommendation and will ask the instructor to implement it. If the instructor continues to decline, that individual may then change the grade, notifying the instructor and the student of this action. Only this individual, upon the written recommendation of the faculty committee, shall have the authority to effect a change in grade over the objection of the instructor who assigned the original grade.

3.6.3.3 Grievance of Infringed Student Rights (other than for a grade)

3.6.3.3.1 Level I: Student and Faculty Discussion

Students must, if they have a concern or complaint, contact the faculty member involved (or department chair if the faculty member is not available) no later than the end of the first full week of classes following the semester in which the alleged grievance occurred. If at this level of information, the faculty member acknowledges an error, misjudgment, or unfair bias has occurred, the faculty member is expected to respond appropriately by altering subsequent classroom practice. It is expected that most, if not all, problems will be resolved at this level. If a satisfactory solution is not reached at this level, the student may proceed to Level II.

3.6.3.3.2 Level II: Mediation Within the Department

If, after the discussion with the instructor, the student's concerns remain unresolved, the student might then approach the instructor's department chair or another member of the faculty who is the instructor's immediate administrative superior. That person, if he or she believes that the complaint may have merit, would be expected to discuss it with the instructor. If the matter still remains unresolved, it should be referred to an ad hoc faculty committee.

3.6.3.3.3 Level III: Mediation Within the College

Within seven (7) academic days of the completion of the discussion at Level II, the student must send a letter to the appropriate dean (dean of the college in which the course is taught) and a copy to the faculty member, informing the dean of the nature of the unresolved grievance and of the student's intent to proceed with Level III. For informational purposes, the student shall also forward a copy of the letter to the chair of the Student Academic Fair Practices Committee (SAFPC). The procedure within Level III shall be tailored by each college to meet its needs. The procedures adopted by each college will become the official policy of that college and together they will also become a part of these Principles and Procedures. These procedures shall be consonant with the preamble of this document.

The following guidelines shall aid the colleges in their development of appropriate procedures:

1. This level provides an opportunity for mediation between the aggrieved student and the faculty member to whom the grievance is addressed.
2. The college shall provide a procedure for the selection of a mediator or mediators, either faculty or students or both, who shall seek to clarify misunderstandings and to provide objective evaluation of the grievance.

3. At this level the student also may seek the help of an advocate from the college in which the course is taught or from the greater University community, such as a faculty member or a fellow student. The faculty member also has a right to choose an advocate to be present at this level.

If the mediation process at Level III does not resolve the grievance to the satisfaction of the student, the student, may proceed with Level IV.

3.6.3.3.4 Level IV: Valparaiso University Student Academic Fair Practices Committee (SAFPC)

The Student Academic Fair Practices Committee membership is defined in the University Council Bylaws, Article IV, Section 3.

A petition stating the nature of the grievance, providing relevant data, and specifying a requested remedy, must be submitted by the student to the convener of SAFPC within seven (7) academic days after exhausting the procedures in Level III. The student shall also forward a copy of the petition to the faculty members involved. The convener of SAFPC will share this petition with the committee which will vote within seven (7) academic days as to whether or not it will consider the petition. A simple majority vote is needed to advance the petition to a hearing.

If the petition advances to a hearing, the SAFPC convener shall select a hearing committee to hear the petition within seven (7) academic days after the vote. A hearing committee consists of three (3) faculty and three (3) students selected from the SAFPC and must include the faculty and student representatives from the academic unit from which the petition originates. As its first order of business, a hearing committee selects its chairperson.

The student and the faculty member involved will be called to the hearing to provide testimony and to answer questions from the hearing committee. The hearing committee may also solicit the opinions of the Level III participants.

All hearing committee meetings shall be private and all committee documents shall be confidential. Any hearing committee decision shall be communicated to the SAFPC convener within forty-eight (48) hours. The convener shall communicate this decision, both orally and in writing, within forty-eight (48) hours to the student, the faculty member involved, the appropriate dean, and the provost. The decision of the hearing committee shall be retained in a confidential committee file kept by the provost. It is expected that the faculty member and the student involved will accede to the hearing committee's recommendation.

Appeals from Level IV by the student must be made in writing to the provost within seven (7) days after receiving the hearing committee's written decision. The provost shall deal with the student appeal in a manner appropriate to the specific requirements of the case. If there is any question about the student's academic status during the appeal process, the provost shall determine the student's status during the process.

3.7 ELIGIBILITY REQUIREMENTS FOR EXTRACURRICULAR ACTIVITIES

Students are academically eligible for extracurricular activities if they are regularly classified and are carrying twelve (12) credit hours or more. Some activities, such as intercollegiate athletics, fraternities, and sororities, may have additional standards. Nothing in this policy prevents academic deans from advising students with academic difficulties against participation in extracurricular activities.

A student or organization on disciplinary probation may be declared ineligible for participation in extracurricular activities.

An extracurricular activity is an activity that the University sponsors for which no academic credit is granted and that is not required for graduation. An activity could be extracurricular for one student and not for another if they are in different academic departments of the University. Extracurricular activities include the following:

1. Intercollegiate and intramural athletics: players and managers;
2. Student publications (Torch, Beacon, Lighter, Candle, WVUR-FM);
3. Student Senate: all elected members and appointed committees;
4. Tribunals and class offices: all members;
5. Membership in fraternities and sororities;
6. All public performances on or off campus: all participants and supporting personnel;
7. Miscellaneous activities (public relations, solicitation, etc.): all participants and supporting personnel.

The faculty member in charge of student organizations and activities is responsible that those students participating in his/her activity are academically eligible and not declared ineligible for disciplinary reasons.

3.8 STUDENT MISCONDUCT

Although the University states publicly that it reserves the right to dismiss any student whose conduct is not in the best interests of the University, American case law prevents this from being arbitrary by insisting on due process. Student misconduct falls into two categories. The largest category is “non-academic:”

1. Residence Hall Judicial Boards adjudicate allegations of violations of a residence hall, student life, or Student Senate Regulations.
2. The Fraternity and Sorority Judicial Board adjudicates allegations of violation of fraternity and sorority policies, inter/national policies or regulations, the Fraternity and Sorority Risk Management policy, and Student Guide to University Life policies.
3. The Dean of Students and Academic Deans may adjudicate alleged violations of University Council, residence hall, student life, or Student Senate regulations.
4. The Campus Judicial Board may adjudicate alleged violations of University Council, residence hall, student life, or Student Senate regulations.

The second category deals with academic violations that are interpreted in terms of the Honor System. The operative phrase is “the use of unauthorized aid.” Each faculty member must define the scope of such aid. Violations that relate to the academic process do not fall into this category except as defined by “unauthorized aid.”

Faculty members may bar students from class for behavior-related actions such as excessive absences or being disruptive. These decisions may be appealed to the Department Chair or the Dean of the College, whichever is the lower level of administrative structure within the particular college. Deans may not bar students from their colleges for misconduct without due process.

3.9 SALES TO STUDENTS

Commercially published texts and other instructional material required or recommended for University courses shall be authorized by the department chair or the dean of the college, where appropriate.

Because it does not seem professionally appropriate for faculty to sell materials in their classrooms or offices, faculty members shall not serve as vendors of the same.

In those instances where fees are charged for syllabi, readers, or subscriptions required for coursework, their use shall be approved by the department chair or dean of the college and the monies shall be collected through the appropriate office. (It is presumed that current copyright laws will be observed in the reproduction of material for course readers.) The same policy shall be followed in collecting fees for field trips and other class activities. If other arrangements need to be made, these shall be authorized by the department chair or the dean of the college.

CHAPTER 4

Services for Faculty

4.1 THE UNIVERSITY LIBRARY

The Christopher Center for Library and Information Resources serves Valparaiso University students, faculty, and staff. The Christopher Center is adjacent to the Chapel of the Resurrection and shares the center of campus with the Chapel, the Harre Union, and the Center for the Arts. In addition to all library services, the Christopher Center is home to the campus Writing Center, the Academic Success Center, the Valparaiso Institute for Teaching and Learning, and the IT Help Desk.

4.1.1 Christopher Center Library

The Christopher Center Library provides active learning environments in which students, faculty, and staff use innovative tools and resources to create and access information intelligently, efficiently and with integrity. The library web site (<http://library.valpo.edu/>) is the best source for current and complete information about library services, collections and policies. Below are highlights of special interest.

4.1.1.1 Subject Liaison Program

Christopher Center Library has established a subject liaison program to foster partnerships with academic departments and colleges throughout the University. Through this program, library faculty work with departmental faculty on issues such as collection development and library support for coursework. For a list of library faculty by subject area, see <http://library.valpo.edu.liaison.html>.

4.1.1.2 Information Literacy Program

Christopher Center Library faculty provide discipline-related instruction for specific courses that enables students to learn about the breadth of library resources in all formats available to them. Along with the course faculty, we strive to awaken students' critical thinking skills and help them to apply those skills to different contexts in order to help them achieve information literacy competency. Each instruction session is based on class assignments and needs, with sessions that range in content from a basic introduction to Christopher Center Library and its many resources to the use of upper-level subject-specific research tools. Each class receives an online library resources guide, which enables the students to work through many research steps from one convenient webpage. To learn more about library instruction, or to request an instruction session or a guide for your class, see <http://library.valpo.edu/instruct/index.html>. To see library research guides, visit <http://libguides.valpo.edu/>.

4.1.1.3 Collections

The Christopher Center is a modern virtual library as well as a traditional physical library. The primary purpose of the library collection is to meet the curricular and research needs of students. However, a wide variety of resources and exemplary interlibrary loan services allows the library to support faculty research and professional growth. Faculty are encouraged to recommend materials for purchase by submitting requests to their department chair or designated departmental library liaison.

Virtual resources can be accessed from the library web site. The library provides access to approximately 100 article and ebook databases covering topics both interdisciplinary and specific.

Valpo affiliates (current faculty, students and staff) can access almost all of these resources from off-campus by logging in using a ValpoNet username and password.

The physical collection is named the Moellering Collection, after Henry F. Moellering, who was prominent in the purchase of the university by the Lutheran University Association and served on the first Board of Directors after the purchase. (To learn more about the Moellering family and their support of the library see <http://library.valpo.edu/archives/moellering/index.html> .) Physical holdings are listed in the online catalog (<http://galileo.valpo.edu>) and may be placed on Course Reserves (<http://library.valpo.edu/circ/>). Faculty Valpo IDs serve as library cards and must be presented to borrow any and all library materials. Faculty are responsible for all materials checked out to their accounts.

4.1.1.4 Interlibrary Loan

Books, journal articles, and other items not available in the Moellering Collection may be obtained through interlibrary loan. Requests may be submitted through the interlibrary loan link on the library web site (<http://library.valpo.edu/ill/index.html>) or when searching databases available through the library web site. Valpo affiliates (current faculty, students and staff) are not charged for materials received through interlibrary loan unless borrowed items are lost or returned past the due date. The Interlibrary Loan Office complies with current copyright law and policies set by the lending library.

4.1.1.5 University Archives and Special Collections

The University Archives collects and preserves the official records of the University. This collection includes all formats of materials of enduring administrative and historical value. These are the records that contain information regarding the University's origin, purpose and development, as well as records of the University's officers, faculty, and students. The Archives is located within the Special Collections Department of the Christopher Center. See <http://library.valpo.edu/archives/index.html> for current hours and additional information.

4.1.1.6 ValpoScholar and Scholarly Communications

Faculty may archive or post their scholarship and/or creative work in ValpoScholar, Valpo's institutional repository (<http://scholar.valpo.edu>). The library manages ValpoScholar, Valpo's centralized exchange for locally published journals, faculty web sites, conference hosting and proceedings, and other forms of faculty scholarship. ValpoScholar is primarily an open access archive and is indexed by all major search engines. Library staff can archive faculty scholarship or train faculty to do this themselves. The library also offers consultation for copyright clearance, negotiation and licensing for both research needs and for classroom use. In addition, librarians liaise with the Office of Sponsored Research to support data management and storage needs. Faculty interested in any of these services should contact the Scholarly Communications Librarian (<http://library.valpo.edu/personnel.html>) .

4.1.1.7 Additional Links of Interest to Faculty

The following web sites provide the most current and useful information regarding many areas of library resources and services:

- Resources for Teaching and Research Support: <http://libguides.valpo.edu/facultysupport>
- Faculty Lending Policy: <http://library.valpo.edu/circ/faculty.html>
 - Spouses and minor children of current Valpo faculty and staff are also eligible for access to library materials, free of charge, using their Valpo Courtesy Card. With affiliated borrower status, the loan periods are different than for faculty: <http://library.valpo.edu/circ/affiliated.html>

- Academic Libraries of Indiana Reciprocal Borrowing Program: <http://library.valpo.edu/ali.html>
- Room Use & Reservations: <http://library.valpo.edu/policies/roomreservations.html>

4.2 INFORMATION TECHNOLOGY

4.2.1 Campus Information Technology

Valpo students, faculty, and staff will find a wealth of computer and communication resources for teaching, learning, and research. Whether gathering and organizing information, communicating with people in the Valpo or global community, or preparing work for presentation, Valpo students, faculty, and staff may choose from an array of modern information technologies supported by Information Technology (IT).

Residence hall rooms, faculty and staff offices, all general-purpose computer clusters, classrooms and laboratories, and many special-purpose computer clusters are connected to the Valparaiso University network via wired or limited wireless access. This network provides access to the internet, electronic mail, library resources, and a variety of software. Most resources on the University network, including individual and shared storage space, are accessible via other internet domains, including commercial Internet Service Providers.

4.2.2 Computer Access for Faculty Offices

Hardware and software available in faculty and staff offices will vary, depending on departmental preferences and needs. Most faculty members use Windows-based workstations; others use Macintosh workstations; and a few use UNIX-based workstations.

4.2.3 Computer Access for Students

All residence halls have a computer site open around the clock for residents. All residence hall rooms have a wired network connection available for each resident, allowing those who bring their own computers to connect to the campus network. The computer lab in the Harre Union is available 24 hours per day during the fall and spring semesters for all members of the Valparaiso University community. Many computer facilities in the Christopher Center for Library and Information Resources are available for general use. Adaptive Technology workstations are available in some locations for the visually- or aurally-impaired members of the University community.

Students' print quotas help assure that print resources are shared equitably. In courses with necessary high-volume printing, faculty may request a quota increase by course section. Quota figures appear on www.valpo.edu/it. Students may purchase extra pages after their quota has been met. Unused pages carry over from first to second semester and from Summer I to II, but not from academic year to year.

4.2.4 Assistance with Resources

Help with electronic resources is never far away. In addition to professional staff, IT maintains a talented staff ready to help users. Providing online, telephone, and walk-up support for Valpo users on and off-campus, the Help Desk (webhelpdesk.valpo.edu or 464-5678), located in the Christopher Center, is managed by professional staff and student consultants who will answer questions and route service requests to appropriate staff. Help Desk open hours are posted on the IT website at valpo.edu/it. Messages may be left after hours on the Help Desk voice mail. Searching the IT website at www.valpo.edu/it is a good first stop for help with technology.

Free workshop-style courses in specific applications, web resources, e-mail, and basic computer skills are offered by IT. A course schedule appears on-line and reservations can be made at www.bookwhen.com/valpo.

4.2.5 IT Overview

Information Technology coordinates and manages servers; data networks (wired and wireless) including internet access; communication resources including electronic mail, voice mail, telephone service, video cable, and satellite reception resources; general-access computing facilities; and general-purpose software related to the academic and administrative functions of the University.

Valparaiso University's dynamic information environment provides support for excellent teaching and learning, quality research, effective decision-making, efficient administration, and open communication among the members of the University community.

Anyone encountering difficulties with resources should contact IT through the Help Desk, x5678. Students interested in employment as student consultants should access the application from www.valpo.edu/it. The Office of the Chief Information Officer is located in Kretzmann Hall.

4.2.6 IT Policies Governing Use

This is a digest of Valparaiso University Acceptable Use Policies for computing and networking resources. It is not a complete statement; nor does it necessarily cover or even mention all aspects of those policies.

Students, faculty, staff, and anyone else authorized to use Valparaiso University computing facilities are responsible for reading, understanding, and complying with the full Acceptable Use Policy, which may be found in the IT Guide or on the Valpo website at: www.valpo.edu/it/aup.

4.2.6.1 Who May Use Valpo Resources

Current students, faculty, and staff; persons integrally associated with official programs of the University; visitors and guests integrally associated with official University activities; all emeritae/emeriti faculty may use IT resources.

4.2.6.2 Requirements for Use of Resources

Read and understand the complete set of Acceptable Use Policies; understand and agree that use of Valparaiso University resources is tantamount to signing the Acceptable Use Agreement Form; (Administrative Users) sign Administrative System Agreement on Privacy and Confidentiality Form; obtain necessary accounts.

4.2.7 Appropriate Use of Computing Resources

Valparaiso University computing and information technology resources shall be used appropriately and in a manner consistent with the instructional, research, and administrative objectives of the University.

4.2.7.1 Acceptable Use of Resources

Instruction; independent study; official work of faculty, staff, students, offices, departments, recognized student and campus organizations, and agencies of the University; occasional or incidental noncommercial, personal use by authorized users.

4.2.7.2 Collegial Use of Resources

Valparaiso University and the Internet computing resources are shared resources, which need to be used collegially.

Collegial use includes: using common sense; using resources responsibly, for authorized purposes, and in an approved manner; observing standards of decency; respecting the privacy of others; respecting the rights and wishes of others in the use of sounds and visuals in public areas; practicing good stewardship of connect time, information storage space, and other resources and services.

4.2.7.3 Unacceptable Use of Resources

Examples of unacceptable use include, but are not limited to:

4.2.7.3.1 Violations of Law

Any use that violates: local, state and/or federal laws; copyrights or other intellectual property rights (see Unacceptable Use Policy 1.5.1.3, which contains a full discussion of copyrights and individual obligations; in brief, if it isn't yours by authorship or by agreement, don't use it or distribute it); license and purchase agreements; acceptable use agreements of any other entity traversed or used through Valparaiso University resources.

4.2.7.3.2 Posting, Distributing, and/or Propagating

Any use that posts, distributes, and/or propagates unsolicited advertising; computer worms or viruses; chain letters; material copyrighted by another; fraudulent or misleading information; libelous, slanderous, threatening, or harassing materials of any description; any materials that demean, defame, or ridicule another person on the basis of gender, race, ethnic background, national origin, religion, or (actual or presumed) sexual orientation; obscene, pornographic, sexually explicit, or patently offensive materials; any materials contrary to the mission or values of the University.

4.2.7.3.3 Other Unacceptable Uses

Any use that entails entering another network node without authorization; entering another's account, files, or file space without authorization; modifying any software or information without authorization; concealing or falsifying one's identity in any electronic communication or activity; intercepting network traffic intended for nodes other than your own; setting up, operating, or maintaining a server, network analysis tool, or network management tool on the Valpo network without authorization; using any Internet Protocol (IP) address inside or outside the Valpo domain(s) without prior approval; damaging or destroying any equipment, software, or data.

Any use that is illegal, immoral, unethical, or dishonest in nature; unreasonably denies or could deny access or service to others, including excessive use for recreational games or personal purposes; is for commercial purposes or personal gain; promotes a political position or *cause celebre*; interferes with the University's activities or the University-related activities of any authorized user; is, or could reasonably be expected to be, damaging to the reputation of the University.

4.2.7.4 Responsibilities of Users

Account holders are responsible for adhering to the Acceptable Use Policies.

Account holders are responsible for anything done with their accounts. Therefore, passwords should never be displayed or shared, should be chosen judiciously, and changed often. If a user suspects account security has been violated, the password should be changed, and IT notified immediately.

4.2.7.5 Responsibilities of the University

The University, through Information Technology, is responsible for providing central system and network security and for taking reasonable steps to protect central systems and networks and the information stored thereon from excessive or inappropriate use, damage, or destruction.

4.2.7.6 Security of Information Storage and Transmission

Valparaiso University assumes that users are aware that electronic files and transmissions are not necessarily secure.

Users of electronic mail systems should be aware that electronic mail in its present form is generally not secured and is extremely vulnerable to unauthorized access, modification, and forgery.

Users of the World Wide Web should be aware that information sent or received via the internet is not necessarily secure. It is possible for software on a World Wide Web site to explore and retrieve information from the user's computer without the user being aware of the invasion.

Anyone who "downloads" software, certain applications, or certain file types (such as Microsoft Word documents) should be aware of the possibility that such material could incorporate viruses, worms, or other destructive materials.

4.2.7.7 Confidentiality of Accounts and Communication

Valparaiso University provides computers, networks, network connections, and other telecommunication services to support the work of teaching and learning, conducting research, completing University tasks, and conducting the affairs of the University. The University reserves the right to access, review, and monitor electronic communications, computer files, and computer usage in any case where there is cause to believe these resources are being used for activity that is illegal or in violation of the Valparaiso University Honor Code ("Honor Code") or the Valparaiso University Appropriate Use Guidelines ("Appropriate Use Guidelines").

The University specifically disclaims responsibility for the content of any individual's communications and files that are not manifestly related to University business.

In the normal course of managing computer and network resources, an IT staff member may incidentally become aware of content of certain communications or files, or of certain usage patterns. In the event an IT staff member becomes aware of any information that suggests activity that is illegal or in violation of the Honor Code or the Appropriate Use Guidelines, that staff member is honor bound to report it to proper authority.

University employees must understand that University computing and communication accounts (including, but not necessarily limited to file spaces, e-mail accounts, and voice mail accounts) are presumed to be used for University business. In situations where an employee leaves the employ of the University, that employee's accounts and any information remaining therein shall be considered the property of the University as of the departure date of that employee.

In addition, in circumstances where university business requires immediate access to information known to exist in an employee's account, and that employee is not available, access to the employee's accounts may be granted for the sole purpose of gaining access to the needed information. For the purposes of this paragraph, "not available" shall be taken to mean a) any situation or condition making it impossible to contact the employee within five business days or b) any life-threatening situation requiring access to the employee's accounts where the employee cannot be contacted in a timely fashion (i.e. the employee cannot be contacted with normal means of communication quickly enough to enable the University or persons associated with the University, as determined by appropriate authority and agreed upon by the Provost's Office and/or the President's Office).

4.2.8 Procedures to Address Violations

Violations of the Acceptable Use Policies may be of many different characters, and the procedures to be followed may be governed by different University policies, depending on the nature of the offense and the status of the offender.

In cases where the violation is primarily a violation of other University policies as set forth in official University documents including, but not limited to, the Student Handbook, the Faculty Handbook, the Salaried Staff Handbook, the Hourly Staff Handbook, or the Honor Code (University Violation), the procedures and sanctions set forth in those documents shall apply. In cases where the violation is primarily a civil violation of federal, state, or local laws or regulations, the matter should be referred to the appropriate University official (Dean of Students, Provost, Copyright Officer, etc.) whether or not the violator is a member of the Valparaíso University community, and the normal policies and procedures of the office having jurisdiction should be followed.

In cases where the violation is primarily a criminal violation of federal, state, or local laws or regulations (Criminal Violation), the matter should be referred to the Valparaíso University Police Department (whether or not the violator is a member of the Valparaíso University community), and the normal policies and procedures of VUPD should be followed.

In cases where the violation is a simple violation of the Acceptable Use Policy, with no other ramifications (Simple Violation), the matter should be referred to IT.

4.2.8.1 Jurisdiction

Violations will be referred to the appropriate jurisdiction, following the procedures set forth in Acceptable Use Policy 1.5.1.7.

In addition, as soon as IT becomes aware of a violation of these policies, the IT staff will take appropriate measures to halt the violation, secure the network and resources, and comply with applicable laws and regulations pending resolution of the matter. These measures may include halting a program running on central systems; disconnecting remote systems from the network; removing offending material from Valpo systems or rendering it inaccessible; disabling user accounts; or any other measures necessary to accomplish cessation of the violation, preservation of the integrity of University resources, and compliance with legal and regulatory mandates.

4.2.8.2 Sanctions

In addition to sanctions, disciplinary action, or legal action that may be imposed by the authority having jurisdiction over the violator, violations of Appropriate Use Guidelines may lead to suspension or loss of computing privileges.

4.2.9 Disclaimer

Services available through the Valparaíso University campus network include access to a large number of conferences, lists, bulletin boards, and internet information sources. The University takes no responsibility for the truth, accuracy, or nature of the content found within those information sources which are not affiliated with, endorsed by, edited by, or reviewed by Valparaíso University.

4.2.10 E-mail Communication

Notification by E-mail constitutes official communication for all purposes. Valparaíso University relies on E-mail accounts for students, faculty, and staff as a primary means to communicate vital information. When individuals do not use their University-assigned E-mail accounts, that information is often not conveyed.

Individuals who do not routinely check their University E-mail accounts assume all risks and consequences of such neglect. Those who need any assistance with E-mail accounts should contact the IT Help Desk.

4.3 THE BRAUER MUSEUM OF ART

Nationally recognized, the Brauer Museum of Art houses significant works of American art and international religious art from the early 19th century to the present and includes paintings, prints and drawings, photographs, sculptures, and decorative art. Founded in 1953, the museum is currently one of four units housed in the Valparaiso University Center for the Arts, a state-of-the-art complex built in 1995.

With more than 3,500 pieces in its permanent collection, the Brauer holds outstanding paintings by such distinguished artists as Frederic Edwin Church, Asher B. Durand, John Frederick Kensett, Alfred Thompson Bricher, Karl Anderson, Thomas Alexander Harrison, William Merritt Chase, Childe Hassam, John Sloan, William Glackens, Georgia O’Keeffe, and Walt Kuhn. The museum also maintains a significant collection of approximately 400 works by Junius R. Sloan (1827-1900), a Hudson River School painter from Illinois, as well as works by other regional artists. In addition, the museum has a collection of contemporary art and includes pieces by such artists as Robert Bechtle, Ed Paschke, Richard Hunt, and Paul Sierra. Works of art on paper (prints, drawings, watercolors, and photographs) are an important component of the collection. Significant among these are works by John Marin, Arthur Dove, Thomas Hart Benton, Grant Wood, Robert Motherwell, Andy Warhol, Chuck Close, Romare Bearden, Harry Callahan, and W. Eugene Smith. The international art in the collection focuses on pieces of a religious nature and includes works by Sadao Watanabe, Jose Aragon, and George Lopez.

As a museum within an academic institution, the museum contributes significantly to the intellectual and co-curricular life of the campus. The museum publishes scholarly catalogues or brochures for each exhibition and invites faculty members to participate in these endeavors. The museum also organizes focused exhibitions to accompany courses and symposia sponsored by University departments in the humanities.

The permanent collection of the museum serves the University as a visual library for cross-disciplinary teaching and research, as well as educational and co-curricular programming. Results of such collaborations include a series of online thematic essays on the permanent collection written by faculty in various disciplines (funded by the Indiana Humanities Council) and use of the collection for the Freshman CORE. The museum also provides students with hands-on training in the museum field via work-study opportunities, internships, independent study opportunities, and a course in museum studies. Finally, the museum sponsors exhibitions in a satellite gallery on campus; docent-guided tours for University classes and the public; a University student art competition; student coffee hours (held monthly); and a showcase for elementary students titled Arts-A-Budding.

In addition to the financial support of the University and various endowments, the museum has the generous support of the Partners of the Brauer Museum of Art, the museum’s membership group. Also, the museum’s Collection Committee discusses and votes on new additions to the collection and advises the director/curator on the purchase of new pieces.

4.4 INSTRUCTIONAL MEDIA

Most academic buildings house presentation equipment, which is provided and maintained by IT. IT also provides live and/or videotaped reception of satellite teleconferences. Planning ahead is imperative.

The Christopher Center loans a small collection of equipment for making presentations on or off-campus. Equipment must be reserved in advance to guarantee availability. Loans are made only when the Christopher Center is open. To learn more about equipment loan, see <http://library.valpo.edu/equip/index.html>.

4.5 THE WRITING CENTER

The Writing Center is where students, faculty, and staff at Valparaiso University turn for writing support. An experienced staff of undergraduate tutors offers one-on-one conferences on writing assignments from across the disciplines, and tutors will consult entire classes if requested by faculty. Many professors, including those involved with the CORE curriculum, use the Writing Center in order to advance the writing proficiency of their students.

Writing conferences are typically held by appointment, but walk-ins are welcome. Consultants also provide feedback on emailed essays and assistance via Facebook chat.

The Writing Center is located in the Christopher Center, and is open weekdays 9 a.m. – 5 p.m. and evenings 7-9 p.m., Sunday through Thursday. For more information regarding services and policy, please contact the Writing Center director at 464-5216 or email writing.center@valpo.edu or visit the center's website at valpo.edu/writingcenter.

4.6 THE ACADEMIC SUCCESS CENTER

The Academic Success Center (ASC) provides referral service to help connect students with appropriate resources on campus to support their academic achievement. Academic advisers, faculty, and support staff may refer students to visit the ASC website and to call, email, or stop by the ASC to get information about help sessions, peer tutoring, and other types of academic support. The ASC aims to support students' personal and academic development at Valpo by connecting them with opportunities to enhance their learning, boost their performance, and develop new study skills.

In addition to referral services, the ASC functions as a coordination site for programs that bring together resources from across the University to provide students with additional learning opportunities. In particular, one ASC program is **Supplemental Instruction (SI)**, which provides 3 to 4 weekly peer-led review sessions for students taking BIO 151/152, BIO 171/172, and CHEM 111/121/122.

The ASC coordinates the **Peer Tutoring Program**, which is a student-tutor match program that provides individual and small group learning assistance for students seeking help in a particular course or in general English language skills (for ESL students). Based on the recommendations of faculty members and other qualifications, the ASC recruits top students for paid tutor positions and provides training and supervision throughout the fall and spring semesters. Any student enrolled in a 100-200 level course may apply to be matched with a tutor by completing a Peer Tutor Request form available on the ASC website. Before applying for the program, students are expected to talk to the professor and attend any available first-level academic support services, such as professor office hours, department help sessions, SI sessions, and drop-in tutoring available at the Writing Center, Language Resource Center, and Hesse

Learning Center. Spots in the ASC Peer Tutoring Program may be limited based on the demand and availability of peer tutors; however, most students who request tutoring are successfully placed in the program and receive free weekly tutoring with the same tutor.

Also, the ASC directs the curriculum and coordinates fall and spring sections of **GS-100: Strategies for Academic Success**. The course is designed to offer skill development and student success strategies to enhance and promote academic achievement. GS-100 is a 1-credit course that meets for one 50-minute class session per week over a 14-week period. Class size is small, which allows for group discussion and peer interaction in a collaborative learning environment. Course topics include effective use of study time and learning strategies (active reading, note taking, organizing, memory techniques), test preparation (study plans), test-taking techniques, time management, overcoming procrastination, goal setting, motivation, decision making, developing a strength-based mindset, and using academic support resources on campus. All students can register, yet freshmen may find the course particularly helpful as they transition to college.

Information about **Supplemental Instruction**, **Peer Tutoring Program**, and **GS-100** is available on the ASC website along with a directory containing links to other campus units that provide academic support.

The ASC is located in the Christopher Center, 1st floor, room 100A. For more information, please contact the ASC director at 464-5985 or email academic.success@valpo.edu or visit the center's website at valpo.edu/academicsuccess.

4.7 ADMINISTRATIVE SERVICES

4.7.1 Finance and Administration

Finance and Administration administers the following areas to support the academic mission of the University: accounting, budget, treasury, human resources, payroll, procurement, mail services, facilities management operations and coordination of new construction projects, safety, and University police.

4.7.2 Student Affairs

The Vice President for Student Affairs has overall responsibility for Student Affairs, which includes: Counseling Services, Dining Services, the Health Center, the Harre Union, the Career Center, the Office of Multicultural Programs, Residential Life and Housing, Greek Life, Leadership, Volunteer Programs, New Student Orientation, Commuter Student Programs, and the Dean of Students.

4.7.3 Enrollment Management

Enrollment Management is directly responsible for the Office of Admission, Office of Financial Aid, and the Office of the Registrar and administers the major undergraduate enrollment management and marketing programs of Valparaiso University, including: student recruitment outreach programs; direct mail, telemarketing, on- and off-campus programs; institutional advertising; marketing research; collegiate licensing and merchandising program; admission policies and procedures; and financial aid strategies and management.

4.7.4 Advancement

The purpose of the Advancement office is to build relationships that encourage and secure support to advance the mission, vision, and goals of Valparaiso University. Departments included in Advancement are: Annual Giving, Alumni Relations, Gift Planning, Principal and Major Gifts, Corporate and Foundation Relations, and Advancement Operations which includes gift processing, research, and donor relations.

4.7.5 Information Technology

Information Technology administers the development and implementing of policies concerning the use of information and technology in support of the University's academic mission and its administrative structure. A partial list and description of IT resources for faculty is available online. A brief description of IT policies may be found in section **4.2** of this handbook.

4.7.6 General Counsel

The Vice President and General Counsel works closely with the President, Board of Directors, and University Administrators on law-related and policymaking issues affecting the institution. In addition to providing legal advice and representation to the University through its Board Members and Administrators, he/she has supervisory responsibilities over compliance, risk management, and internal auditing functions within the University. The office gives legal advice to the University, by and through its administration. The relevant Vice President, Dean, and/or Director should be made aware of any issue before it is brought directly to the Vice President and General Counsel's office.

4.8 OFFICE SUPPORT SERVICES

4.8.1 Mail Service

Faculty members have both U.S. and campus delivery in their departmental areas. Both U.S. mail and campus mail are put into faculty boxes.

In order to facilitate the prompt payment of University invoices and the receipt of payments to the University, the University is authorized to open any mail delivered to the Mail Center by the U.S. Postal Service which appears to contain an invoice or payment to the University, even if an employee's name also appears on the envelope as an addressee. Such mail will be delivered to the Finance Office and opened for processing. If it is determined that the opened item does not contain an invoice or payment for the University, the correspondence will be delivered to the employee whose name also appears on the envelope. Consequently, employees are encouraged to refrain from having personal invoices and payments sent to their University address.

4.8.2 Supplies and Equipment

Forms for requesting supplies or equipment may be found in the faculty member's support staff office and require the department chair's signature.

4.8.3 University Policy on Use and Abuse of Support Services

Valparaiso University provides telephones, photocopying equipment, fax machines, computers, printers, office supplies, postage for mail to be delivered by the United States Postal Service, campus mail services for interoffice communications, and secretarial assistance to members of the faculty, staff, and administration to support the work of teaching, conducting research, completing University-related tasks, and administering the affairs of the University. These services shall not be used to conduct private business activities, nor promote positions in debates about political and public policy questions (except for pedagogical purposes), or promote candidates seeking elective offices in local, state, or national elections.

4.8.4 Academic Garb

The cap, gown and/or hood may be rented from the University Book Center. The University will pay for renting academic garb for new staff members in the ranks of lecturer, instructor and assistant professor for the Opening Convocation.

4.9 COURTESY CARDS

Annual passes to cultural, musical, and athletic events are issued to all regular full-time faculty and faculty teaching three-quarters time, and their spouses and unmarried minor children (under age 18), or a guest. Exceptions may be made with the approval of the President.

4.10 INSURANCE

The University does not carry insurance on the personal property of employees. Coverage of personal items left on campus may be considered an extension of the personal property coverage on a homeowner's policy.

CHAPTER 5

Benefits and Retirement

5.1 BENEFIT PLANS

Valparaiso University provides a variety of benefits to its employees including retirement benefits, insurance and tuition remission/exchange. The Board of Directors of the Lutheran University Association, Inc. d/b/a Valparaiso University reserves to itself and in its sole discretion the right to terminate or amend at any time, with or without cause, any of these employee welfare benefit plans established and maintained by Valparaiso University.

5.2 INSURANCE

Valparaiso University's benefit program protects eligible employees and their families from those risks that most threaten their health and financial security. Eligible employees are offered an optional benefit package on a shared cost basis.

5.2.1 Health, Dental, and Vision Insurance

The University provides eligible employees with the opportunity to participate in group insurance plans, including medical, dental, vision, long-term disability and life insurance. The specific coverage, eligibility requirements and benefits payable under these policies are described in applicable plan documents that can be reviewed at the Office of Human Resources.

The Board of Directors of The Lutheran University Association, Inc. d/b/a Valparaiso University amended and modified the welfare benefit plan ("the Plan") as follows:

The Valparaiso University Health Benefits Plan may be amended or modified at any time by a written policy statement adopted and issued by, and at the discretion of, the Chair, Vice Chair, Secretary and Treasurer of the Board of Directors of the Lutheran University Association, Inc. acting in concert.

This amendment of the Plan is intended to satisfy section 402(b)(3) of the Employee Retirement Income Security Act of 1974 and shall be deemed to be a part of the Plan and the Plan documents. Said amendment became effective January 28, 1995.

5.2.2 Consolidated Omnibus Budget Reconciliation Act

On April 7, 1987, then President Reagan signed into law a bill titled the Consolidated Omnibus Budget Reconciliation Act (COBRA). *The following is only a summary of the law. More information is available in the Office of Human Resources.*

Generally speaking, the law gives employees and their dependents who are insured under a group health plan the right to continue health insurance coverage following certain events that would otherwise cause coverage to cease.

The qualifying events that trigger the opportunity to elect this continuation coverage are:

1. Termination (except for gross misconduct) or reduction of hours of the covered employee's employment;

2. Death of the covered employee;
3. Divorce or legal separation of the covered employee from the employee's spouse;
4. The covered employee becoming entitled to Medicare; and,
5. A dependent child ceasing to be an eligible dependent child under the plan.

An additional qualifying event occurs for covered retirees and their dependents if their employer files for reorganization under Chapter 11. In the event of reorganization, Valparaiso University will contact retirees with further information.

The continuation coverage will be identical to the coverage provided for full-time, active employees and their dependents. The cost of the continuation coverage must be paid by the person or persons insured.

The continuation coverage extends from the date of the qualifying event until the earliest of the following:

1. In the case of an employee who was terminated (except for gross misconduct) or whose hours were reduced, 18 months after the date of the qualifying event;
2. In the case of the disabled employee (under Titles II or XVI of the Social Security Act), 29 months;
3. In the case of any other qualifying event, 36 months after the date of the event;
4. The date on which the University ceases to provide any group health plan to an employee;
5. The date on which coverage ceases under the plan by reason of a failure by the insured person to make timely premium payments;
6. The date on which the qualified beneficiary becomes entitled to Medicare benefits; or
7. The date on which the qualified beneficiary becomes a covered employee, or dependent of a covered employee, under any other group health plan that contains no exclusions or limitation with respect to any pre-existing condition(s).

It is the individual's responsibility to notify the Plan Administrator of certain events that trigger the opportunity to elect continuation coverage. These events are: (1) divorce or legal separation, (2) an insured dependent child losing eligibility under the plan due to marriage, no longer dependent upon the employee for support or attaining the maximum age allowed by the plan, and (3) entitlement to disability benefits under Titles II and XVI of the Social Security Act.

The Plan Administrator must be notified within 60 days following all of the above qualifying events, except entitlement to Social Security.

Notification of entitlement to disability under the Social Security Act must be made during the 18 month period for COBRA eligibility and within 60 days after the date of the determination from Social Security. The notification to the Plan Administrator must include a copy of Social Security's determination letter.

It is also the individual's responsibility to notify the Plan Administrator if, after qualifying for disability under Titles II and XVI of the Social Security Act, it is determined by the Social Security Administration that he/she is no longer disabled. Individuals have 30 days from the date they are no longer disabled to give this notice.

The Plan Administrator will respond to the notice of a qualifying event within 14 days and will explain specific rights, costs, etc. Employees will have 60 days to decide and notify the Plan Administrator of their decision.

5.2.3 Faculty Salary Continuance Leave Plan and Disability Benefits

The Faculty Salary Continuance Leave Plan applies to faculty members who are eligible for participation in the University's health insurance program. A faculty member who is not eligible for the University's health insurance program will not be eligible for benefits under this program. This program provides an eligible faculty member with full or partial continuance of his/her salary during a period when he/she is unable to perform any of the material and substantial duties of his/her job due to a non-work related illness or injury, including pregnancy and childbirth. A job duty is not considered material and substantial if it can be reasonably accommodated or omitted at the discretion of Valparaiso University.

To qualify for this benefit, the Office of Human Resources must be notified of absence from work due to a non-work related illness or injury, including pregnancy and childbirth, when the absence exceeds fifteen (15) work days. To qualify for Salary Continuance Leave beyond this date, the faculty member must submit to the Office of Human Resources medical documentation from a licensed physician or other qualified licensed health care professional identifying the nature of the illness or injury, the specific restrictions and limitations that prevent the faculty member from performing the material and substantial duties of his/her job, and stating the date when the faculty member is expected to be able to return to work. If the faculty member is unable to return to work on the expected date, the faculty member will be required to submit additional documentation from the physician or other health care professional.

The University reserves the right to require independent medical verification of a faculty member's inability to work from a physician or other health care professional chosen and paid for by the University. The University has full discretion to determine eligibility for benefits and to interpret the terms of this policy. Any Family and Medical Leave Act (FMLA) absence to which a faculty member may be entitled will run concurrently with benefits under this policy. In other words, a faculty member cannot recover salary continuance benefits under this policy and then take an additional three months of leave under the FMLA.

Benefits available under this policy are as follows:

**Percentage of Salary Payment for Each Work Day
(Beginning on the First Work Day the Faculty Member is Unable to Work)**

Length of Service	Work Days on Disability					
	1-30	31-50	51-70	71-90	91-110	111-130
Less than 1 Year	100	25	15	15	15	15
After 1 Year	100	35	20	20	20	20
After 2 Years	100	50	35	35	35	35
After 3 Years	100	65	50	50	50	50
After 5 Years	100	75	60	60	60	60
After 10 Years	100	100	85	85	85	85
After 15 Years	100	100	100	100	100	100

Short term disability will commence on the first work day the employee is unable to work provided the employee submits proper medical documentation and will end based on the return to work date as noted on the medical release document. Short term disability benefits per day are paid according to the schedule above.

If a faculty member returns to work before exhausting his/her benefits under this policy and, within 90 calendar days of returning to work, again becomes unable to perform any of the material and substantial duties of his/her job due to the same or a similar illness or injury, his/her claim for further benefits will be deemed a continuation of his/her previous claim and the faculty member will only be eligible for any further benefits not previously paid under this policy until the faculty member is able to return to work or until benefits are exhausted, whichever occurs first.

This plan is designed to offer income protection during the first six months of an illness or injury. If a faculty member is still totally disabled after six months, long-term disability insurance and Social Security income will become the potential coordinated sources of a faculty member's income.

Medical documentation, to the satisfaction of the University, will be required for all periods of time during which the Short-Term Disability benefits are requested. Valparaiso University reserves the right to require independent medical verification of an employee's inability to work based on a medical exam by a physician chosen by and paid for by Valparaiso University.

Should a faculty member desire more time after using all Short-Term Disability leave, individual allowances may be made at the discretion of Valparaiso University. The deciding factor will be the ability of the University to cover, without interruption, the position as described in the faculty member's job description. Additional time granted beyond medical needs, when applicable, will be administered under the University's Family and Medical Leave policy, or will be treated as leave without pay.

The faculty member could return to work, with full pay reinstated, when the doctor gives that faculty member written permission (written to protect the University from a faculty member who wants to return against the doctor's advice, and also to protect that faculty member).

If someone has been hired to replace the faculty member, then the returning faculty member would be expected to:

1. Resume normal University, college and departmental responsibilities such as advising, serving on committees, curriculum development, etc.;
2. Assist the person currently teaching the course(s) with grading, occasional lectures, conducting help-tutorial sessions, etc.

If colleagues are "picking up" the faculty member's classes, the returning faculty member would be expected to resume all his or her normal duties.

5.2.4 Death Benefit

Upon the death of a full-time faculty member, the University will pay to the designated beneficiary of the deceased, as a death benefit, an amount equal to 15.4% of the faculty member's annual salary. This amount is in addition to any accrued salary and retirement plan contributions, or deferred salary and retirement contributions that are earned and paid normally during the summer months as a result of a nine-month appointment being paid over twelve months.

5.2.5 Travel Insurance

All faculty and staff are covered by a Group Travel Insurance policy that provides \$50,000 coverage for accidental death or dismemberment, while on University business. In addition, general liability and automobile liability coverage along with emergency medical assistance are also provided. In light of the above coverage, the University will not reimburse staff members for additional travel insurance that may be obtained voluntarily.

5.2.6 Error and Omission Liability Insurance

Any employee, acting within the scope of duty, will be covered for any negligent act, error, omission, or breach of duty, including a misleading statement, for which the insured is legally responsible.

5.2.7 Parental Leave Policy

In addition to the Parental Extension of the tenure clock available under section 2.3.7.2 of this handbook, faculty are eligible for paid leaves at each of the times at which he or she becomes a new parent. The details of this policy are available in the Office of Human Resources.

5.3 TUITION REMISSION AND EXCHANGE

In recognition of its commitment to higher education in general and Valparaiso University specifically, the University provides a Tuition Remission Program for eligible employees, spouses, and dependent children.

The Tuition Exchange Program is an association of colleges and universities which subscribe to a program of reciprocal remission of tuition charges for eligible children of the participating schools' employees. Valparaiso University is a member of the Tuition Exchange Program. The University also offers a Tuition Remission Program which covers courses taken at Valparaiso University. The specific eligibility requirements and terms of the Tuition Remission Program and Tuition Exchange Programs are set forth in applicable plan documents, which are available for review in the Office of Human Resources.

5.4 RETIREMENT

5.4.1 Social Security

All members of the faculty are subject to the Federal Insurance Contributions Act for Social Security purposes. The Social Security tax will be deducted from the salary check at the prevailing legal rate. Forms W-4 and WH-4 must be completed at the time of employment indicating the employee's social security number and withholding exemptions for federal and state taxes.

5.4.2 TIAA

The University participates in the Teachers Insurance and Annuity Association (TIAA). An eligible employee may designate investment of his/her funds to: 1) a fixed dollar annuity plan, and/or 2) a variable annuity plan that invests in broadly diversified stocks and bonds.

The University contributes a percentage of the employee's annual salary when the employee contributes to his/her retirement. This percentage is determined by the Board.

Currently, employees who defer 1-2% of their pre-tax income to their TIAA retirement account will receive a 4% match from the University. Employees who defer 3% or more will receive a 6% match. All eligible University employees may voluntarily begin participation in this retirement plan on the first day of the month following employment. If an employee elects not to participate immediately upon attaining eligibility, any subsequent election to participate will become effective only on a January 1 or July 1.

5.4.3 Retirement Benefits

5.4.3.1 Medical Benefits

Retired faculty who are eligible for Medicare benefits may elect to participate in the University health insurance plan as a Medicare supplement both for individual and spouse coverage. For faculty members who have retired after June 30, 1996, the University does not contribute toward premium coverage. The level of premium for current retirees (those retired after June 30, 1996) is available from the Human Resource Office. Health care coverage for faculty choosing early retirement is described in **5.4.4**.

5.4.3.2 Educational Benefits

An employee retiring after 15 years of service remains eligible for tuition remission benefits for employee, spouse, and dependents. The specific eligibility requirements and terms of the Tuition Remission Program are set forth in applicable plan documents, which are available for review in the Office of Human Resources.

5.4.3.3 Other Benefits

All retired faculty members will continue to receive the following University benefits:

1. Use of the University library;
2. Availability of complimentary courtesy cards for campus events for the faculty member and his or her spouse or invited guest;
3. Opportunity to share, if available, office space with other faculty;
4. Parking;
5. Receiving mail in the department;
6. Use of University computer resources as described below and as subject to University policies described in section 4.2.

As long as these privileges can be supported by the University without unduly taxing its resources, Valparaiso University faculty and staff members who retire after ten years or more of service to the University are eligible to retain (but not initiate) Valpo e-mail accounts and access to the general campus portion of the Valpo intranet. In addition, any emerita or emeritus faculty member may retain dial-up and VPN access. Retired faculty and staff members may also forward mail addressed to their full-name alias Firstname.Lastname@valpo.edu to another e-mail address of their choice.

It is expected that these privileges will be used for activities that further the mission of the University, and the Acceptable Use Policy will continue to apply. In particular, the policy allows only “occasional or incidental noncommercial, personal use,” and does not allow commercial personal use at all.

University resources may be accessed through personally-subscribed high-speed commercial Internet Service Provider accounts, and that is the recommended method for access from off-campus locations for all members of the University community, including those whose privileges include dial-up access. Personal Internet activity can be conducted via these commercial accounts without concern about whether it is consonant with University Policy.

All aspects of computer maintenance, including hardware, operating systems, antivirus software, firewall software, and application software are the responsibility of the owner of the computer.

The University reserves the right to suspend or revoke an individual’s access privileges in the event such access is responsible for disrupting or impeding University operations; and reserves the right to

discontinue these privileges for some or all retired faculty and staff in the event the University's resources become overextended in the support of its primary mission.

5.4.4 Early Retirement Plans

Two early retirement plans are available to tenured faculty, with different benefits and eligibility requirements for each. The first plan is a Regular Early Retirement Plan and the second plan is a Phased Retirement Plan.

In calculating the years of full-time service, such items as sabbaticals, official leaves of absence, non-continuous years of service and part-time service (pro-rated) should be included with these conditions:

1. "Official leaves of absence" include research or study or academic leaves of absence funded by not-for-profit organizations or government agencies;
2. "Official leaves of absence" granted to preserve a faculty member's status are limited to two years for the purpose of the above calculations;
3. "Part-time service" will be counted on a pro-rated basis only when a period of part-time service falls between periods of full-time service; part-time service which precedes a first full-time appointment will not be counted;
4. "Part-time service" will in no circumstance include teaching in summer sessions; and
5. "Part-time service" will be calculated in relation to a "full-time" semester teaching load.

5.4.4.1 Regular Early Retirement Plan

5.4.4.1.1 Eligibility

All tenured faculty and faculty who hold continuous appointments who have either

1. Reached the age of 60 or above and have completed at least 10 years of full-time service; or
2. Reached the point where age plus years of full-time service completed is greater than or equal to 85

are eligible to receive this benefit upon approval by the Provost. However, this benefit is available to those eligible only until they reach an age, defined by Social Security, at which they can receive full retirement benefits.

This benefit may be requested and approved within eighteen months prior to the semester at the end of which the faculty member will retire.

5.4.4.1.2 Benefit Payments

The faculty member will receive 56 percent of the base salary for the year in which he/she is approved to receive this benefit. The University agrees to pay the employer contribution to FICA-Medicare on this amount. This payment may be paid in a lump sum, or over several payments, at or shortly after the faculty member's retirement, provided, however, that in no event any portion of the payment is made later than March 15 of the calendar year following the one in which the faculty member retires. Also, at the request of the faculty member and the agreement of the Provost, all or a portion of the payment can be made before the faculty member's retirement.

The retiring faculty member will not be eligible for accidental death and disability insurance after retirement.

A faculty member taking early retirement will be deemed an "employee" through the last pay period they receive regular pay. For an early retiree ending teaching with the fall semester, the regular pay continues to February, while those ending teaching with the spring semester, the regular pay continues to August.

Note: The Administration may elect to offer additional incentives under particular circumstances.

5.4.4.1.3 TIAA Contributions

The faculty member may not make contributions to the Valparaiso University Retirement Plan or to the Valparaiso University Supplemental Retirement Plan from his or her early retirement benefit payments. However, for a faculty member that is a non-highly compensated employee as defined by law, the University agrees to make a contribution to the Valparaiso University Retirement Plan equal to 4.2 percent of the faculty member's gross income for his/her most recent year of service. For a faculty member retiring at the end of the fall semester, the most recent year of service would be their appointment for the previous academic year. For a faculty member retiring at the end of the spring semester, the most recent year of service would be their appointment for the current academic year.

5.4.4.1.4 Medical Benefits

Until faculty members reach the age, defined by Social Security, when they may collect Medicare benefits, they may elect to remain on the University health insurance plan and pay the same amount as current employees for both individual and spouse coverage. The spouse of a faculty member may be continued on the University's health insurance plan after the faculty member has reached the age when he or she may collect Medicare benefits and the spouse will pay the same amount as current employees for individual coverage until the spouse has reached the age when he or she may collect Medicare benefits. This coverage will be terminated only for lack of premium payment or employment with another organization providing health insurance. Once faculty members reach the age when they may participate in Medicare, they may elect to remain on the University health insurance plan according to terms described in **5.4.3.1**.

5.4.4.1.5 Educational Benefits

The employee, spouse, and dependent children who are eligible for tuition remission benefits at the time the faculty member retires under this plan will remain eligible for the same benefits as if the faculty member continued to be employed full-time. Dependents, unless they are already enrolled, are not eligible for the Tuition Exchange Program. Upon the death of the former faculty member, the spouse and dependent children will remain eligible for the Tuition Remission benefit. However, a faculty member participating in this benefit can do so only under the terms and conditions applicable to eligible full-time faculty.

5.4.4.1.6 Other Benefits

Any faculty member who retires under this plan will continue to receive the University benefits described in **5.4.3.3**.

5.4.4.1.7 Effect of Death on Compensation

In the event the faculty member dies after his/her early retirement, but prior to the completion of the entire early retirement payment, the University will pay the remainder of the payment to the faculty member's estate.

5.4.4.2 Phased Retirement Plan

5.4.4.2.1 Eligibility

All tenured faculty members with at least 10 years of full-time service and who reach or exceed the age of 56 during the year in which they elect to participate in this Plan are eligible for phased retirement. The faculty member who elects to participate in this Plan agrees, in writing, to retire within the time frame specified in the option selected. Once the faculty member elects to participate in this Plan and has selected an option, the member cannot elect a different option or elect the regular Early Retirement Plan unless given approval by the Provost.

5.4.4.2.2 Up to Three-Year Phased Reduction in Load and Salary

An eligible faculty member has the option to elect a one, two, or three year phased retirement plan subject to the following terms and conditions:

1. Year 1: Load reduces to no more than seventy percent (70%) of a normal load and the salary equals the load percentage plus an additional five percent (5%) of the faculty member's projected regular salary. During this year, faculty member's health insurance benefits remain the same as those for a full-time faculty member.
2. Year 2: Load reduces to no more than fifty percent (50%) of a normal load and the salary equals the load percentage plus an additional five percent (5%) of the faculty member's projected regular salary plus a fixed amount of \$7,000. During this year, the faculty member will not be eligible for health insurance benefits from the University.
3. Year 3: Load reduces to no more than twenty-five percent (25%) of a normal load and the salary equals the load percentage plus an additional five percent (5%) of the faculty member's projected salary plus a fixed amount of \$7,000. During this year, the faculty member will not be eligible for health insurance benefits from the University.

Normal load includes teaching and those departmental and university responsibilities expected of a full-time faculty member. For plans of two years or more in duration, the load in any given year must be equal to or less than the load from the previous year.

5.4.4.2.3 TIAA Contributions

A faculty member is eligible for the University TIAA contribution during any year of phased retirement.

5.4.4.2.4 Spousal Medical Benefits

The spouse of a faculty member may be continued on the University's health insurance plan for a period of five (5) years from the faculty member's first year of phased retirement or until the spouse has reached the age when he or she may collect Medicare benefits, whichever comes first but in no case shall this time period be less than one (1) year. This coverage will be terminated only for lack of premium payment or employment with another organization providing health insurance.

5.4.4.2.5 Educational Benefits

The employee, spouse, and dependent children who are eligible for tuition remission benefits at the time the faculty member elects the Plan will remain eligible for the same benefits as if the faculty member continued to be employed full-time. Dependents, unless they are already enrolled, are not eligible for the Tuition Exchange Program. Upon the death of the former faculty member, the spouse and dependent children will remain eligible for the Tuition Remission benefit. However, a faculty member participating in this benefit can do so only under the terms and conditions applicable to eligible full-time faculty.

5.4.4.2.6 Other Benefits

Any faculty member who elects to participate in this Plan will continue to receive the University benefits described in section **5.4.3.3**.

5.4.4.2.7 Effect of Death on Compensation

In the event the faculty member dies while on a phased retirement plan, the University will continue to pay the employee's beneficiary the regular biweekly installment pursuant to the terms of the Plan.

5.5 BENEFITS FOR FACULTY WITH TWELVE-MONTH APPOINTMENTS

These faculty are those full-time faculty members who have a twelve-month appointment, rather than the traditional, approximately nine-month, academic-year appointment.

5.5.1 Vacations

Regular faculty on twelve-month appointments are eligible for all leave made available to faculty on academic year appointments under Faculty Handbook section 2.3.12.

These faculty are eligible for all paid University holidays, but they are not eligible for academic holidays (e.g. Spring Break).

During the first year of their appointment, vacation days will accrue according to the schedule below. If a faculty member separates from the University before the end of his or her first year, he/she will not be paid out any vacation that has not been used.

Hire Date	Vacation Days
July 1-31	20
August 1-31	18
September 1-30	16
October 1-31	14
November 1-30	12
December 1-31	10
January 1-31	6
February 1-28	5
March 1-31	4
April 1-30	3
May 1-31	2
June 1-30	1

After the first year of employment, vacation days will accrue according to the following schedule. Faculty hired before January 1, 2015, will continue to have the number of vacation days previously accrued unless the schedule below awards more.

Years of Service	Number of Vacation Days
1	20
2	20
3-12	22
13-17	23
>17	25

No more than five (5) days of vacation may be carried into any new fiscal year, with the approval of the immediate supervisor, and those must be used within ninety (90) days. The dates of annual vacation shall be mutually agreed upon by faculty and immediate supervisors. Annual vacation time does not accrue while a faculty member is on any unpaid leave.

Faculty who separate from the University will be paid for any unused vacation days, minus any vacation days rolled over from the previous fiscal year. In the event of death of a faculty member who has accumulated annual vacation days, the final salary payment will include payment for such earned annual vacation.

CHAPTER 6

Special Community Features

6.1 CHAPEL SERVICES AND MINISTRY

The Chapel expresses the vision of a community dedicated to truth, self-scrutiny, and the common good. For members of Christian-faith communities, Chapel services are occasions to demonstrate unity and fellowship in Christ. The faculty is largely responsible for setting the tone and character of the University community. The presence of faculty members at worship exemplifies personal commitment and witnesses to the corporate commitment of the University.

The Chapel provides not only frequent opportunities for worship but also extensive pastoral counseling and church-oriented activities. The ministry of the Chapel staff extends to the residence hall, Hellenic organizations, and commuters. Close liaison is maintained with the University Counseling Center.

Valparaiso University is proud of its Christian heritage in the Lutheran tradition. The Chapel represents the focus of this heritage, and the support and encouragement of its ministry are vital to the distinctiveness of the contribution that the University makes in its educational program.

6.2 THE CRESSET

The Cresset, a Review of Literature, the Arts, and Public Affairs, is published five times per year by the Valparaiso University Press as a forum for scholarly writing and informed opinion. Members of the faculty are encouraged to submit manuscripts to the Editor, a member of the faculty.

6.3 VALPARAISO UNIVERSITY GUILD

The Valparaiso University Guild enhances the student experience by exemplifying the University's ideals of scholarship, freedom, and faith. Organized in 1931, the Guild's 600-plus alumni, parents of current and former students, and friends of the University offer time, talent, and treasure to grow the Guild Endowment Fund, ensuring long-term support for Valpo students. The Guild provides a variety of resources to current students, including Guild Campus Gift Grants and scholarships.

6.4 THE CENTER FOR DIACONAL MINISTRY

The Center for Diaconal Ministry is the headquarters for the Lutheran Deaconess Association. While the Association is independent from the University, a long and close relationship between the two institutions continues. The Association prepares women and men for diaconal service in the life of the Church. These students normally receive their baccalaureate education at Valparaiso University.

6.5 INSTITUTE OF LITURGICAL STUDIES

The Institute of Liturgical Studies is located at Valparaiso University and annually sponsors a nationally recognized conference for church persons on themes dealing with the liturgical life of the Church.

Faculty members often participate in the sessions, and all members are welcome to attend lectures, concerts, worship services, and discussion groups.

6.6 LILLY FELLOWS PROGRAM

The Lilly Fellows Program in Humanities and the Arts offers two-year postdoctoral fellowships for teacher-scholars. The program is based in Christ College, and consists of two distinct but integrated initiatives: a fellowship program for young scholars to renew and deepen their sense of vocation within a Christian community of learning and a national network of church-related colleges and universities interested in exploring Christian understandings of the nature of the academic vocation.

6.6.1 Eligibility

Competition for Lilly Fellowships is open to persons interested in considering the relationship between Christianity and the academic vocation and in pursuing a career at a church-related college or university.

An applicant must have recently received a Ph.D. or equivalent terminal degree within the past eighteen months. Fellows will be recruited from the following disciplines: art and art history; creative writing; history; interdisciplinary studies; languages and literatures; music and music history; philosophy; religion; rhetoric; theatre history and theatre arts. Candidates are invited to demonstrate their interest in the aims of the Lilly Fellows Program and a sense of commitment to explore teaching as a Christian vocation.

6.6.2 Appointment and Compensation

Lilly Fellows will be appointed for two years at a rank equivalent to that of assistant professor. Fellows are expected to be in local residence throughout the terms of their appointments. For more details, contact the Lilly Fellows Program Director.

6.7 UNIVERSITY SPEAKERS' BUREAU

The Valparaiso University Speakers' Bureau offers the expertise of Valpo's faculty and staff for public presentations in Northwest Indiana. Faculty and staff are encouraged to participate in the speakers' bureau, making short presentations on topics not only in their fields of study and research, but also on subjects that are hobbies or other interests. To participate, or for more information, contact the Integrated Marketing and Communications office.

6.8 UNIVERSITY CLUB

The University Club, an organization for enhancing community among University employees, is on indefinite hiatus as of June 30, 1999. This step was taken reluctantly but thoughtfully after co-directors surveyed the members. University Club funds are earning interest.

CHAPTER 7

Policies Required by Law

7.1 EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

It is the policy of Valparaiso University to prohibit unlawful discrimination on the basis of race, color, gender, age, disability, national origin or ancestry, sexual orientation, or (as qualified herein) religion in its educational programs, admissions policies, employment policies, financial aid, or other school-administered programs and policies. The University strives to recruit and retain a faculty, staff and student body who reflect the University's commitment to diversity as embodied in the 1996 Diversity Plan.

Recognizing that there may be subtle biases and practices that operate to the detriment of a full and equal role for all members of the community, the University encourages such impediments to be brought to the attention of appropriate personnel. The duties and responsibilities of all concerned in this process are fully described in the Diversity Plan. The Diversity Plan also describes the variety of measures the University has adopted to enhance diversity. The Diversity Concerns Committee of the University Council gives special attention to these issues.

7.1.1 Students

Valparaiso University will not permit any unlawful discrimination with respect to admissions, recruitment, pre- and post-matriculation academic support programs, graduate and undergraduate counseling, financial and employment assistance, and student grievance procedures. Valparaiso University will recruit, enroll, and retain young men and women so that the mix of its students will reflect the University's character as a national, Lutheran institution serving students committed to academic achievement and service to church and society. In addition, the University seeks to enhance the diversity of its student population by increasing the number of African-, Asian-, Hispanic-American and international students.

7.1.2 Employment

Valparaiso University will not permit unlawful discrimination with respect to any term, condition, or privilege of employment, including, but not limited to, recruitment, hiring, compensation, benefits, training, facilities, work assignments, promotion, reappointment, tenure, transfer, discipline, demotion, and termination. This statement prohibiting unlawful discrimination applies to all academic and non-academic personnel of the University.

7.1.3 Academic Personnel

The University's policies on promotion, reappointment, and tenure shall be administered to ensure that protected persons are accorded equal opportunity. In seeking to fill academic and professional openings, every effort will be made to recruit in such a way that protected persons will continue to have equal opportunity to be considered and appointed to faculty positions. Specific policies regarding promotion, reappointments, and tenure are outlined in this *Faculty Handbook*.

7.1.4 Non-Academic Personnel

The University has developed personnel policies and procedures in its *Salaried Staff Handbook* and *Hourly Staff Handbook*. The University has a job posting system to ensure that employees have the opportunity to apply for job openings within the University.

7.1.5 Responsibility for Program Implementation

It is the responsibility of each individual who is a member of the Valparaiso University community to understand and carry out the spirit and the letter of the Affirmative Action commitment outlined in this document. The ultimate responsibility for establishing, maintaining, and enforcing this Policy and Plan

rests with the President of the University. This responsibility may be delegated to the Affirmative Action Officer, Provost, vice presidents, deans, department chairs and other administrators. All are responsible and accountable for assuring equal opportunity in employment and/or in education within their department or area of activity, as well as for carrying out any affirmative action steps that may be delegated to them.

7.1.6 Informal and Formal Complaint Procedures

Any member of the Valparaiso University community, whether a faculty member, staff member, or student, who has a complaint with respect to equal opportunity in employment or in education, should contact the University's Title IX Coordinator.

7.2 NONDISCRIMINATION, HARASSMENT, AND SEXUAL MISCONDUCT POLICY: NOTICE OF NONDISCRIMINATION, REPORTING PROCEDURES, AND COMPLAINT PROCESS

I. Nondiscrimination and Harassment Policy Statement

It is the policy of Valparaiso University that no person shall on the grounds of race, color, gender, age, disability, veteran status, religion,¹ national origin, or sexual orientation be excluded from participation in, be denied the benefits of, or be subjected to discrimination in employment or in any educational program or activity of the University. The prohibited discrimination also includes discrimination based on pregnancy. To that end, and in compliance with federal and state laws, the University prohibits any member of the faculty, staff, administration, student body, or visitors to campus, whether they are guests, patrons, independent contractors, or clients, from discriminating against any other such person or member of the University community in violation of this Policy. A person may also file a complaint of discrimination with the United States Department of Education's Office for Civil Rights regarding an alleged violation of Title IX by visiting www2.ed.gov/about/offices/list/ocr/complaintintro.html, or calling 1-800-421-3481. The U.S. Department of Education Office of Civil Rights is also located at: Lyndon Baines Johnson Department of Education Bldg., 400 Maryland Avenue, SW, Washington, DC 20202-1100.

Valparaiso University also prohibits harassment, and may consider it a form of discrimination, as set forth above, if it is unwelcome and sufficiently severe or pervasive so as to substantially interfere with a person's work, education, participation in a University activity, or purpose for being on campus, or is otherwise considered discrimination in violation of the law. Harassment prohibited by this Policy may include, but is not limited to, threats, physical contact, violence, pranks, jokes, derogatory comments, vandalism, or verbal, graphic, or written conduct directed at an individual or individuals because of their race, color, sex, age, disability, veteran status, religion, national origin, sexual orientation, or gender identity. Even if actions are not directed at specific persons, a hostile environment may be created when the conduct is sufficiently severe, pervasive or persistent so as to unreasonably interfere with or limit the ability of an individual to work, study, participate in activities of the university, or achieve their purpose for being on campus. Furthermore, off campus incidents or incidents at non-University activities may be considered when determining the severity, pervasiveness, or persistence of the conduct that gives rise to hostility or harassment.

Certain "responsible employees" have a duty to promptly report when the responsible employee knows or reasonably should know of a possible discrimination, harassment, or sexual misconduct. Responsible employees are those (1) who have the authority to take action to redress sexual misconduct; (2) who have been given the duty of reporting incidents of sexual misconduct such as sexual violence, sexual

¹ An institution committed to its Lutheran tradition, the University reserves its right to promote the teachings of the church and to exercise preferences in admissions and employment-related practices in favor of Lutherans.

harassment, domestic violence, dating violence, stalking, or any other misconduct by students to the Title IX Coordinator or other appropriate school designee; or (3) who could reasonably be believed to have this authority or duty. Responsible employees include, but are not limited to, the following: faculty, adjunct faculty, administrators, department chairs, Discrimination Complaint Advisors (DCAs), resident assistants (RAs), and resident life and student affairs staff. Responsible employees must promptly report incidents of discrimination, harassment, and sexual misconduct to the Title IX Coordinator. Furthermore, Indiana law requires that anyone who has reason to believe a minor (17 years of age or less) has been sexually assaulted immediately report the matter to the Valparaiso University Police Department or other local law enforcement.

This Policy, and its procedures and processes, are administered by numerous University employees as mentioned throughout. All involved employees are to recuse themselves from a matter when there is a conflict of interest. Any involved employee may raise the issue of a potential conflict of interest to the University's General Counsel to determine whether an employee has a conflict of interest in any particular case, and the General Counsel may then replace that person or take other action to the extent necessary to abate the conflict and preserve impartiality.

II. Prohibited Harassment and Sexual Misconduct Policy Statement

Harassment on the basis of sex, as later defined under this Policy, is a violation of federal and state law. Valparaiso University strives to create a safe and nondiscriminatory environment where individuals treat one another with respect and, therefore, does not tolerate sexual harassment on campus or within the scope of its activities. Individuals who believe they are victims of sexual harassment are strongly urged to promptly report such incidents as set forth under the reporting procedures below. Valparaiso University will investigate every sexual harassment complaint in a timely manner and, when there is a finding of sexual harassment, take corrective action to stop the harassment and prevent the misconduct from recurring. The severity of the corrective action will depend on the circumstances of the particular case.

The determination of what constitutes sexual harassment will vary with the facts and circumstances of a particular case but generally involves unwanted sexual attention. Any person may be subject to sexual harassment, and one can be sexually harassed by a member of the same gender. Sexual harassment is generally defined as unwelcome advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- (1) submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of instruction, employment, or participation in other University activities;
- (2) submission to or rejection of such conduct by an individual is used as a basis for evaluation in making academic or personnel decisions affecting an individual; or
- (3) such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creating an intimidating, hostile, or offensive environment.

Sexual harassment prohibited by this Policy may take different forms. Examples might include:

- (1) Direct or implied threats that submission to sexual advances will be a condition of advancement or promotion in any endeavor, including but not limited to employment, work status, promotion, or academic grades;
- (2) Direct propositions of a sexual nature;
- (3) Unnecessary touching, hugging, or brushing against another person's body;
- (4) Sexually explicit statements, questions, or jokes;
- (5) Remarks of a sexual nature about a person's clothing or body, sexual activity, sexual orientation, gender identity, failure to conform to stereotypical notions of masculinity or femininity, or previous sexual experience;

- (6) Conduct directed at a specific person that would cause a reasonable person to fear for the person's safety or the safety of others, or suffer substantial emotional distress ("stalking");
- (7) Intimate partner violence such as domestic² or dating violence³; or
- (8) Physical assault or violence.

Sexual violence is a form of prohibited sexual harassment. Sexual violence includes physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent because of his or her drug or alcohol use, because of his or her temporary or permanent mental or physical incapacity, or because of his or her youth. Consent is informed, freely given, and mutually understood. Consent requires an affirmative act or statement by each participant. Consent is not passive.

There is no consent if:

- coercion, intimidation, threats, and/or physical force are used.
- a person is mentally or physically incapacitated or impaired by alcohol or drugs such that the person cannot understand the fact, nature, or extent of the sexual situation.
- a person is asleep or unconscious.

Consent to one form of sexual activity does not imply consent to other forms of sexual activity. Consent can be withdrawn. A person who initially consents to sexual activity is deemed not to have consented to any sexual activity that occurs after he or she withdraws consent.

Sexual violence includes sexual assault, rape, sexual battery, sexual abuse, and sexual coercion. Some examples of sexual violence include:

- Rape or sexual assault: sexual intercourse of any type with a person that has not consented to the intercourse.
- Sexual touching of any type with a person that has not consented to the touching.
- Sexual touching or intercourse of any type committed by force, threat, or intimidation.
- Sexual touching or intercourse of any type committed by force or coercion to effect the touching or intercourse.
- Sexual touching or sexual intercourse of any type with a person who is asleep or unconscious because of drug or alcohol use.
- Exceeding the scope of consent by engaging in a different form of sexual activity than a person has consented to.
- Knowingly transmitting a sexually transmitted disease such as HIV to another person through sexual activity.
- Secretly videotaping sexual activity.

² A violent act committed by a: (1) current or former spouse or intimate partner of the victim; (2) person with whom the victim shares a child in common; (3) person cohabitating with, or has cohabited with, the victim as a spouse or intimate partner; (4) person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the violence occurred; or (4) person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction in which the violence occurred.

³ A violent act committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such relationship shall be determined based on the reporting party's statement and with consideration of the length of the relationship, the type of the relationship, and the frequency of interaction between the persons involved in the relationship.

- Participating in any activity that will likely result in any type of sexual touching or intercourse with a person by force, without the person's consent, or when the person is asleep or unconscious because of drug or alcohol use.

Sexual harassment does not include:

- (1) Discussions, communications, or actions that are sexual in nature but part of a legitimate academic exchange of ideas or artistic performance. As a University that values academic freedom and expression, there may be times when debates or performances of this type are acceptable and even encouraged;
- (2) Minor, isolated incidents that are not sufficiently severe or pervasive so as to substantially and unreasonably interfere with a person's work, education, participation in a University activity, or purpose for being on campus. However, the University does not support such incidents even though the incident may not constitute sexual harassment. As such, it reserves the right to punish the instigator of such an incident under a different theory, for example, lacking collegiality. If there is any question whatsoever, the incident should be reported and the grievance process should be followed; or
- (3) Any other harassment not based on race, color, sex, age, disability, veteran status, religion, national origin, sexual orientation, or gender identity.

Title IX Coordinator

The Title IX Coordinator is appointed by the President and responsible for monitoring, advising, and overseeing all complaints involving discrimination harassment, and sexual misconduct, and identifying and addressing any patterns or systemic problems that arise during the review or administration of any aforementioned complaints. The Title IX Coordinator is also responsible for assessing the campus climate, coordinating any remedial or interim measures, and providing training to campus community members. The Title IX Coordinator will be available to meet and provide assistance to individuals, who believe they have been a target or victim of discrimination, harassment, or sexual misconduct, but the Title IX Coordinator is not an emergency contact person that provides immediate assistance for anyone who has been sexually assaulted or is a victim of a crime. The Title IX Coordinator is be adequately trained to deal with issues arising from discrimination, harassment, or sexual misconduct on campus, has a thorough understanding of the grievance processes, and is available as a general resource in addition to overseeing the administration of a discrimination, harassment, and sexual misconduct complaint processes. The Title IX Coordinator can be contacted at Title9@valpo.edu.

III. Retaliation, Malicious Complaints, False Information

It is a violation of this Policy for a person to retaliate against an individual because that individual, in good faith, reports a violation of this Policy or files a complaint pursuant to this Policy claiming a violation of this Policy. Retaliation against witnesses and others who assist in bringing a complaint or otherwise cooperate in an investigation is prohibited. A retaliation complaint will be considered a separate claim from the original complaint, with separate proceedings and subjecting the alleged violator to separate disciplinary action.

However, any individual who knowingly or recklessly files a false complaint claiming a violation of this Policy, or who knowingly or recklessly provides false information in the implementation of the process to enforce this Policy, may be subject to disciplinary action.

IV. Sanctions/Discipline

Violations of this Policy can be very serious matters having far-reaching effects on the lives and careers of individuals or success of students. Employees, students, and guests who violate this Policy are subject to disciplinary action. Possible sanctions for a person found to be in violation of this Policy include, but are not limited to, the following:

- (1) Oral or written reprimand;
- (2) Required attendance at a harassment/discrimination sensitivity program;
- (3) Oral or written warning;
- (4) Loss of salary or benefits or demotion;
- (5) Transfer or change of job, class, residential assignment, or location, including removing the person from being in a position to retaliate or further harass or discriminate against the complainant;
- (6) Suspension, probation, termination, dismissal, expulsion, or removal from campus; or
- (7) Other action Valparaiso University deems appropriate under the circumstances including termination of contractual arrangements with the University.

While counseling is not considered a sanction, it may be offered or required in combination with sanctions. If a student or student groups are found to be in violation of this Policy, any of the sanctions set forth in the *Student Guide to University Life* may also be involved.

V. Sexual Misconduct Resources and Reporting Options

CONFIDENTIAL RESOURCES ⁴	NON-CONFIDENTIAL RESOURCES
<p>(1) Sexual Assault Awareness & Facilitative Education Office (SAAFE)</p> <ul style="list-style-type: none">▪ Crisis Line: 219.464.6789▪ Emergencies: 219.929.7087 <p>(2) Counseling Center</p> <ul style="list-style-type: none">▪ 219. 464.5002 <p>(3) University Pastors</p> <ul style="list-style-type: none">▪ 219.464.5093 <p>(4) Student Health Center</p> <ul style="list-style-type: none">▪ 219.464.5060 <p>(5) The Caring Place</p> <ul style="list-style-type: none">▪ 219.464.5060 <p>(6) National Sexual Assault Hotline</p> <ul style="list-style-type: none">▪ 800.656.HOPE <p>(7) RAINN (Rape Abuse Incest Nat'l Network)</p> <ul style="list-style-type: none">▪ 800.799.7233	<p>(1) Title IX Coordinator</p> <ul style="list-style-type: none">▪ Title9@valpo.edu▪ 219.464.6370 <p>(2) Valparaiso University Police Department</p> <ul style="list-style-type: none">▪ 219.464.5430 <p>(3) Office of Residential Life</p> <ul style="list-style-type: none">▪ 219.464.5413 <p>(4) Office of Student Affairs</p> <ul style="list-style-type: none">▪ 219.464.5411 <p>(5) Discrimination Complaint Advisors (DCAs)</p> <p>(6) Resident Assistants (RAs)</p> <p>(7) Faculty</p> <p>(8) Administrative staff</p>

⁴ Confidential Resources will report crimes to appropriate University personnel for inclusion in the annual crime statistics disclosure, though the victim's name will be withheld from the report. Further, all University publicly-available recordkeeping excludes personally-identifiable information to the extent permitted by law.

Confidential vs. Non-Confidential Resources

A student or employee who has been a target or has been accused of discrimination, harassment, or sexual misconduct, and wishes to keep his or her identity and information private and confidential, should seek a confidential resource listed above. A student or employee, who has been a target or has been accused of discrimination, harassment, or sexual misconduct, and wishes to report an incident, should seek a non-confidential resource listed above. The non-confidential resources will protect a student or employee's privacy by limiting the people with whom they share the reported information; however, non-confidential resources cannot guarantee complete confidentiality, as they must notify and report to the Title IX Coordinator.

Protective Measures

The SAAFE Office and the Office of Student Affairs assists students with interim measures such as academic, housing, and transportation accommodations, in addition to no contact directives, that are reasonably available. For employees, Human Resource Services will also coordinate working accommodations if such accommodations are reasonably available. Regardless of whether a student or employee decides to report to the incident of sexual misconduct to the Valparaiso University Police Department, interim measures and accommodations are available upon the victim's request and will be implemented when they are reasonably available.

At any time, a student or employee may seek a court-issued protective order at the Porter County Clerk's Office located at 16 East Lincolnway, Suite 209, Valparaiso, Indiana 46383. If an order of protection, no contact order, restraining order, or another similar lawful order issued by a criminal, civil, or tribal court is obtained, a copy should be provided to Valparaiso University Police Department or the Title IX Coordinator. The University and Valparaiso University Police Department will take all legal and reasonable steps to implement such an order.

Additional Options Available for Reporting Sexual Misconduct

Both men and women can be victims or perpetrators of sexual misconduct. Valparaiso University does not tolerate violence and strongly encourages all persons who feel they may have been a victim of violence while on campus or participating in a University endeavor to report the incident to the Valparaiso University Police Department. Valparaiso University Police Department is a non-confidential resource. Victims may notify proper law enforcement authorities, including Valparaiso University Police Department and local police; be assisted by Valparaiso University Police Department in notifying law enforcement authorities if the victim so chooses; and decline to notify such authorities. DCAs and the Title IX Coordinator will assist a victim in notifying the Valparaiso University Police Department and/or local police if requested by the victim.

A person who perpetrates a sexual violence, such as rape or sexual assault, while on campus or during a University-sponsored activity or endeavor is subject to a broad range of disciplinary actions including, but not limited to: suspension, expulsion, termination of employment, and/or permanent separation from the University.

An individual who believes they have been a victim of sexual violence is encouraged to immediately contact the Valparaiso University Police Department at 219.464.5430. An officer will:

- Provide for the person's immediate need for safety;
- Call a counselor to come on campus to speak with the person;
- Provide transportation to the emergency room if requested;
- Gather information pertaining to the incident;
- Advise the person on obtaining a restraining order, and by request, notify someone with authority over the assailant so contact between the two parties can be limited; and
- Call the Title IX Coordinator to assist in the matter.

An individual is not required to report the Valparaiso University Police Department immediately; however, it is important to preserve any evidence of the incident as it may be necessary to prosecute a crime or obtain an order of protection. An individual is strongly encouraged not to shower, douche, brush teeth, eat, or change clothing in an effort to preserve physical evidence. If a victim changes clothes, a victim is encouraged to put all clothing wearing at the time of the incident into a paper bag.

Students have the following additional options available immediately:

- (1) Call the Sexual Assault Awareness and Facilitative Education (SAAFE) Office crisis line at 219.464.6789. For emergencies occurring after regular business hours, call 219.929.7087;
- (2) Call the Counseling Center crisis response line at 219.464.5002. The caller will receive a recording that will provide instructions for contacting a counselor at home. The counselor may come to campus to speak to the person and assist him/her in reporting the assault to the VUPD;
- (3) Call the Title IX Coordinator at 219.464.6370 or Title9@valpo.edu;and/or
- (4) Go directly to the Porter Emergency Room. Porter Hospital may charge the student for services. Medical personnel will call the VUPD. A person choosing this option for requesting assistance may expect appropriate professionals to fill the following roles:
 - PH Emergency Room personnel will conduct a physical examination, treat any injuries, gather physical evidence of the assault and supply aftercare instructions;
 - VUPD officer will interview relevant parties, including the victim, to initiate an official investigation; and
 - The SAAFE and/or Counseling Center advocate will provide emotional support, safeguard the person's right to make choices, assist the person in examining alternatives and begin the recovery and re-empowerment process.

Employees and students have the following additional options available:

- (1) Contact the Title IX Coordinator at 219.464.6370 or Title9@valpo.edu;
- (2) Contact the Office of Human Resource Services, which will assist in placing the employee into the Employee Assistance Program; and/or
- (3) Contact an off-campus service available to assault victims, which include:
 - National Sexual Assault Hotline 1.800.656.HOPE
 - Sexual Assault Recovery Project 219.465.3408
 - Victim's Assistance Unit 219.465.3433
 - Porter County Prosecutor's Office 219.465.3415
 - Porter Starke Services 219.531.3500

Available Reporting Options

The University will respond to discrimination, harassment, or sexual misconduct if it knows or reasonably should know of the situation. Certain responsible employees have a duty to promptly report discrimination, harassment, or sexual misconduct as set forth above in this Policy. Indiana law requires that anyone who has reason to believe a minor (17 years of age or less) has been sexually assaulted immediately report the matter to the Valparaiso University Police Department or other local law enforcement. Members of the University community who believe they have been discriminated against, harassed, or a target of sexual misconduct, or know or reasonably should know of discrimination, harassment, or sexual misconduct, or have been accused of discrimination, harassment, or sexual misconduct while on campus or participating in a University-sponsored activity or endeavor,

should contact the Title IX Coordinator or Discrimination Complaint Advisor (DCA) to request advice and information about how to proceed. DCAs are appointed by the President. A list of current DCAs can be obtained from the General Counsel's website at http://valpo.edu/generalcounsel/general_policies.php. If invoked, the role of the DCA is to stay in close contact with the individual and serve as a resource for information about procedures, services, and techniques for resolving the situation. The DCA is responsible for providing impartial assistance, identifying, and discussing the options an individual who feels he or she has been discriminated against, harassed, or a target of sexual misconduct or an individual who has been accused of discrimination, harassment, or sexual misconduct might wish to follow. These options include both an Informal and Formal Complaint/Resolution Process. The Informal Process is set forth below. The DCA will report complaints to the Title IX Coordinator, who will provide further assistance and oversight into procedures as required.

Employees and students can file an Informal or Formal Complaint anytime, whether or not they contacted or sought the assistance of a DCA. Employees and students may file an Informal or Formal complaint against an employee or student pursuant to the Informal and Formal Complaint/Resolution Processes as proscribed below. Complaints by or against non-employees and non-students that allege sexual violence such as sexual assault or rape or the violation of a crime, may be made with the Valparaiso University Police Department or the Title IX Coordinator. Complaints by or against non-employees and non-students that allege discrimination, harassment, or sexual misconduct must be filed with the Director of Human Resource Services if the alleged violator is an employee, or with the Dean of Students if the alleged violator is a student. The Title IX Coordinator may take all reasonable steps to investigate or file a complaint against an employee or student if victim does not invoke the Informal or Formal Complaint Resolution Process in circumstances where there is a continuing or broader threat to the campus community.

All reporting mechanisms may also apply to any student or employee who has been discriminated, harassed, or a target of sexual misconduct by another student or employee off campus or during a non-University activity. Finally, the University has the authority to take interim action against any alleged violator while the applicable complaint processes is pending. The purpose of any interim action is to separate the complainant from the alleged violator or alleviate any potential danger while the applicable process is pending. Any employee subject to an interim action will still be paid their normal rate of pay while the applicable process is pending.

VI. Informal Discrimination, Harassment, and Sexual Misconduct Complaint/Resolution Process

Using the Informal Complaint/Resolution Process for a discrimination, harassment, or sexual misconduct complaint is not required or necessarily encouraged, but the alleging individual may prefer to attempt to resolve the matter utilizing this Process. The purpose of this Process is to expeditiously resolve the matter to the satisfaction of the complainant without having to undergo a Formal Complaint/Resolution Process.

To invoke this Process, *if the alleged violator is an employee*, the complainant must file an Informal Complaint Form <http://www.valpo.edu/generalcounsel/assets/docs/Discrimination%20Informal%20Complaint%20Form.pdf> with the Director of Human Resource Services. However, the complainant may also contact the Title IX Coordinator to assist in filing an Informal Complaint Form. If the complainant is a student claiming sexual misconduct, the SAAFE Office Coordinator will contact the Director of Human Resource Services on his/her behalf. The Director of Human Resource Services will notify the Title IX Coordinator in all cases, and the Title IX Coordinator will provide oversight of the process.

If the alleged violator is a student, the complainant must file an Informal Complaint Form <http://www.valpo.edu/generalcounsel/assets/docs/Discrimination%20Informal%20Complaint%20Form.pdf> with the Dean of Students. However, the complainant may contact the Title IX Coordinator or the SAAFE Office Coordinator to assist in filing an Informal Complaint Form. The SAAFE Office Coordinator will contact the Dean of Students on behalf of the complainant. In cases where a student claims sexual misconduct, the student complainant is encouraged to contact the SAAFE Office Coordinator first. The Dean of Students will notify the Title IX Coordinator in all cases, and the Title IX Coordinator will provide oversight of the process.

If the alleged violator is a nonstudent or nonemployee, the complainant must file an Informal Complaint Form <http://www.valpo.edu/generalcounsel/assets/docs/Discrimination%20Informal%20Complaint%20Form.pdf> with the Title IX Coordinator.

The complainant must supply a brief description of what occurred, the name of the violator(s), any witnesses, any evidence of his/her claim, and his/her desired outcome or results. The investigator(s) will review the complaint, will meet with the parties and any available witnesses, and will review all available evidence. A proposed resolution will be presented to the complainant and respondent for approval or disapproval. Possible resolutions include: temporary, indefinite, or permanent separation of the parties, explicit agreements about future conduct, change in workplace assignments, substitution of one class for another, or other appropriate relief. The complainant may choose to dismiss his/her Informal Complaint anytime during this Process and/or file a Formal Complaint.

If the matter does not result in the alleging individual's desired outcome, he or she may reject the proposed resolution and file a Formal Complaint. If the alleging individual is satisfied with the outcome or it results in his/her desired outcome, the results will be documented and the matter will be resolved.

VII. Formal Discrimination, Harassment, and Sexual Misconduct Complaint/Resolution Process

Purpose

The purpose of this Process is to provide avenues for formally addressing and resolving claims of discrimination, harassment, or sexual misconduct, and taking action against an employee who has violated the University's policy that prohibits discrimination, harassment, or sexual misconduct. This Process applies to any student or employee wanting to make a complaint against any employee, but this Process does not apply to any tenure-track faculty member claiming that he/she was denied tenure or not renewed as the result of prohibited discrimination or harassment. Such complaints are made pursuant to procedures set forth in the *Faculty Handbook*. Formal Complaints against a student must be made with the Dean of Students pursuant to the Student Judicial System as set forth in the *Student Guide to University Life*. Such a complaint will be governed by the process therein. All reported incidents will be treated seriously and given prompt attention.

Confidentiality

The Title IX Coordinator is in the best position to evaluate confidentiality requests, though the University may reasonably determine that another employee would be more appropriate. In the event a complainant requests confidentiality or asks that a complaint not be investigated, the University will take all reasonable steps to investigate and respond to the complaint consistent with a request for confidentiality or a request not to pursue an investigation. If a complainant insists that his or her name not be disclosed to the alleged perpetrator, the University's ability to respond may be limited. The University reserves the right to initiate an investigation despite a complainant's request for

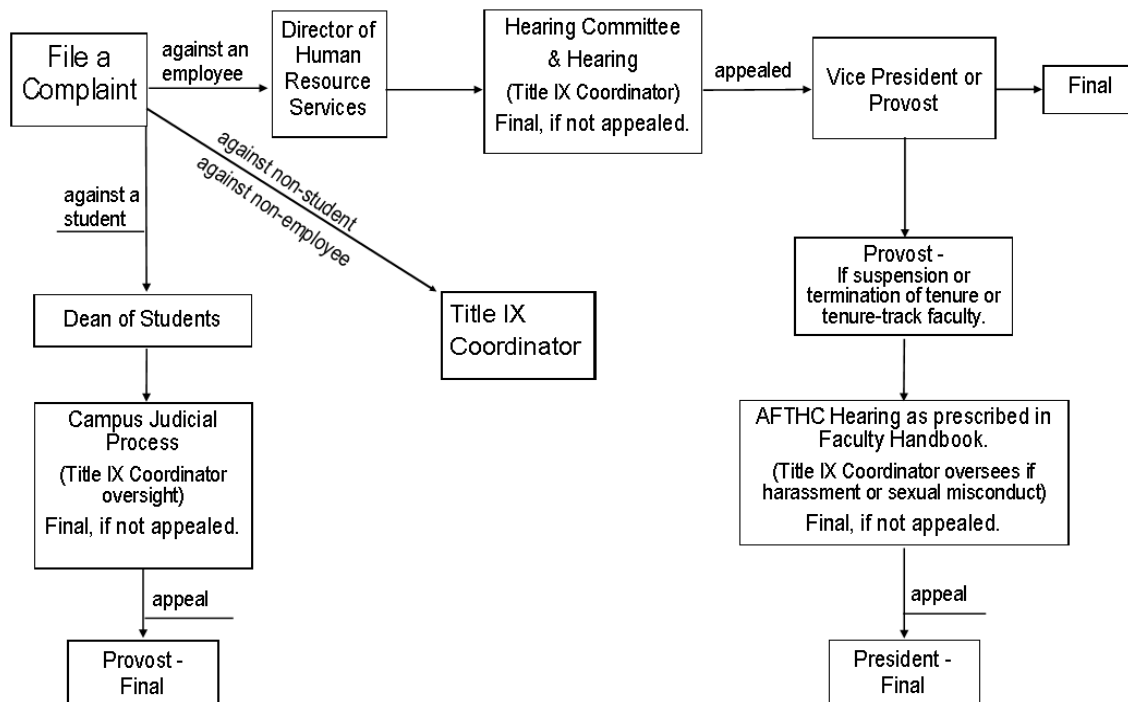
confidentiality in limited circumstances involving serious or repeated conduct or where the alleged perpetrator may pose a continuing threat to the campus community.

Starting the Process

A Formal Complaint against an employee is filed with the Director of Human Resource Services. A Complaint Form can be obtained from the Office of Human Resource Services, or available online at, valpo.edu/generalcounsel/formalcomplaintform. The Form will require the complainant to set forth sufficient details of the incident(s), along with alleged violators, witnesses, evidence (included or attached), and relief sought. Complainants are encouraged to file their complaint in a timely manner to preserve evidence. The Director of Human Resource Services will immediately forward a copy of the Form and its attachments to the Title IX Coordinator and alleged violator(s). The alleged violator(s) may submit a written response to the Director of Human Resource Services, attach additional evidence to the response, and name any additional witnesses. Any written response must be submitted to the Director of Human Resource Services within ten (10) calendar days after the alleged violator received a copy of the Form. All members of the VU community should understand that this Policy is not intended to keep them from filing a criminal complaint if they so choose. The University's process is separate from a criminal investigation or other criminal proceedings. The University's responsibilities under this Policy are not relieved if a criminal complaint is filed in court or if there is an outside law enforcement agency investigating the matter. Further, the University can find a violation of this Policy even if the criminal standard for a conviction cannot be met.

Discrimination, Harassment, Sexual Misconduct

Formal Complaint/Resolution Process at a Glance



Investigation and Procedures

The Discrimination, Harassment, and Sexual Assault Grievance Committee will facilitate a hearing to determine, by a preponderance of the evidence, whether or not the complainant was discriminated against, harassed, or a target of sexual misconduct in violation of University policy. The Committee shall consist of three (3) employees randomly chosen by the Title IX Coordinator from a pool of twenty (20) employees appointed by the President. The pool of employees receives annual training on issues related to sexual misconduct, investigation, and the hearing process. The pool shall consist of five (5) full-time hourly employees, five (5) full-time salaried employees, and ten (10) tenured or tenure-track faculty members. If the alleged violator is a faculty member, the Committee shall consist of all faculty. For other employees, the Committee shall consist of one (1) faculty member, one (1) hourly employee, and one (1) salaried employee.

The University investigation and resolution proceedings shall be prompt, fair, and impartial. During the investigation and resolution of a complaint, the complainant and respondent shall have equal rights. They include: (1) equal opportunity to identify and have considered witnesses and other relevant evidence; (2) similar and timely access to all information considered by the Committee; (3) equal opportunity to review any statements or evidence provided by the other party; and (4) equal access to review and comment upon any information independently developed by an investigator or the Committee.

The Committee may dismiss any complaint by majority vote if, assuming the allegations were true, it would not constitute a violation of the University's Policy against discrimination, harassment, or sexual misconduct. The President of the University may appoint outside legal counsel or a consultant to guide or direct the Committee. The Title IX Coordinator shall oversee the process, may provide the Committee advice on the process, but shall have no authority over the Committee. The Committee shall choose one of its members to chair the Committee.

Should a Committee member have a conflict of interest in hearing the matter, he or she must withdraw from this matter. In such a case, the withdrawing Committee member will be replaced by a similarly situated person.

The University will strive to resolve a complaint within sixty (60) calendar days of receiving it, though certain resolutions may take longer depending on the circumstances. If resolution will take longer than sixty (60) calendar days, the parties will be given notice and an explanation in writing. The University's internal investigation is separate from the investigation of outside law enforcement agencies, and the University will only delay its investigation due to an outside investigation if particular circumstances warrant such a delay. Delays for this reason will typically not exceed 3–10 calendar days. At the hearing, standard courtroom procedures and rules of evidence will not apply. The Committee must review the complaint, its attachments, and any written responses and their attachments; separately interview and question the complainant and alleged violator(s); and call to attendance available witnesses they determine might have relevant information. The complainant and the alleged violator(s) may have advisors of their choice at the hearing or any related meeting but such person may not ask questions of the Committee members, witnesses, or otherwise participate in the hearing. Members of the Committee may make negative inferences from any alleged violator's refusal to participate in the process or answer questions from the Committee members. In cases of alleged sexual misconduct, questioning about the complainant's sexual history with anyone other than the respondent will not typically be permitted, especially when the purpose is purely to show the complainant's sexual predisposition. However, in certain circumstances it may be permissible, such as if the complainant raises the issue or if it is of particular relevance to the current complaint. When requested, the University will make arrangements so that the complainant and the alleged violator(s) do not have to be present in the same room at the same time.

A written determination shall be rendered by a majority vote of the Committee within five (5) calendar days after the hearing. The decision shall be written by the Chair, set forth justification for the decision, and signed by each member stating that a majority of the Committee supported the decision. A determination against the violator shall set forth any sanctions. The matter shall be final and binding unless appealed. The Vice President (or Provost) over the violator may postpone the sanctions or suspend the violator, with pay, until the time to appeal the determination has expired or the appeal process has been exhausted. The Chair may attach any relevant documents to the written determination. Both the complainant and the respondent shall be simultaneously notified in writing of: (1) the outcome of the hearing; (2) appeal procedures; (3) any changes to the results that occur prior to the time the results become final; and (4) the final determination.

A copy of the Committee's written determination shall be provided to the Title IX Coordinator and the immediate supervisor, and placed in personnel files.

Appeals Process

The complainant or any violator(s) can appeal the Committee's determination by submitting a written appeal to the alleged violator's respective Vice President or Provost within five (5) calendar days from the date of receipt of the Committee's determination. The appeal must be dated, signed by the party appealing, set forth reasons why the Committee's determination is unjustified, and include a copy of the determination. The Vice President or Provost will immediately forward a copy of the appeal to the Chair of the Committee, the Title IX Coordinator, and the non-appealing party. The Chair will provide the Vice President or Provost a written response within five (5) calendar days from the date of his/her receipt of the appeal, and the non-appealing party may provide a written response within five (5) calendar days from the date of his/her receipt of the appeal.

The respective Vice President or Provost has the discretion to review the determination of the Committee on any basis he/she deems appropriate, interview witnesses, and render any decision on appeal that he/she deems appropriate. The Title IX Coordinator will be available to provide the Vice President or Provost advice. The Vice President or Provost shall issue a written determination within fifteen (15) days of his/her receipt of the appeal. A copy of the written decision shall be provided to the appealing party, the non-appealing party, the Title IX Coordinator, and the parties' personnel files. All decisions of the Vice President or Provost are final and binding. However, the decisions of a Provost that support a determination that a faculty member violated the University's policy against discrimination, harassment, or sexual misconduct may be subject to additional process pursuant to the *Faculty Handbook*.

Sanctions

The employee's respective Vice President or Provost will review sanction(s) recommended and may modify the sanction(s) if so inclined. However, should the Provost seek to impose suspension or expulsion of a tenure or tenure-track faculty member, additional process may be due pursuant to the *Faculty Handbook*.⁵

7.3 FEDERAL AND STATE POLICIES CONCERNING COMMUNICABLE DISEASES

Students and employees of Valparaiso University who are infected with dangerous communicable diseases, including Acquired Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC), or test positive for the Human Immune Deficiency Virus (HIV) antibody may be protected by state

⁵ To the extent there are any inconsistencies between the *Nondiscrimination, Harassment, and Sexual Misconduct Policy* and other University grievance, complaint, or discipline procedures, the *Nondiscrimination, Harassment, and Sexual Misconduct Policy* will control.

and/or federal laws by virtue of said infections. In dealing with infected students and employees, Valparaiso University will comply with all applicable laws.

Students or employees who have been diagnosed with AIDS or other dangerous communicable diseases, or who have reason to believe they are so infected, are urged to share this information with the Health Center Administrator for an appropriate response to their needs.

The confidentiality of infected students and employees will be respected. However, when it is deemed necessary for the well-being of other members of the Valparaiso University community, a request may be made for the release of information by a voluntary written consent to the Health Center Administrator, University physician, and/or other appropriate University official(s). The Health Center is obligated, by law, to disclose to public health officials information about confirmed cases of acute AIDS and the HIV infection.

Valparaiso University acknowledges its responsibility to inform students and employees of their rights and is committed to providing educational programs about AIDS and other dangerous communicable diseases and their relationship with sexuality, based on current public health information.

In accordance with the requirements of Indiana Code 16-10-7-5, Valparaiso University has adopted the following policy:

Any employee of Valparaiso University who is required to have direct contact with blood or other body fluids in the course and scope of the employee's employment shall use the Universal Precautions published by the Indiana State Board of Health whenever said employee is required to have direct contact with blood or other body fluids. Any employee who fails to use the Universal Precautions under such circumstances will be subject to disciplinary action. Whenever an employee of Valparaiso University is directly exposed to the blood or other body fluids of another person while in the course and scope of the employee's employment, an "Incident Report" shall be completed and filed with the employee's immediate supervisor and the Office of Human Resources.

If the employee is an emergency medical care provider (e.g., University Police personnel, etc.) and the emergency medical care provider is exposed to blood or other body fluids while providing emergency medical care to a patient, a copy of the Incident Report may be sent to the emergency medical service facility receiving the patient within 24 hours after the patient is admitted to the facility. Copies of Incident Reports shall be kept in a file at the Office of Human Resources designated for that purpose.

7.4 DRUG-FREE WORKPLACE

Please refer to Appendix H: Valparaiso University Drug and Alcohol Policy.

7.5 FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT OF 1974

Student Records

Valparaiso University provides students with access to their official records under the provisions of the Family Educational Rights and Privacy Act of 1974 (FERPA).

Family Educational Rights and Privacy Act of 1974 (FERPA) affords students certain rights with respect to their education records. They are:

- (1) The right to inspect and review the student's education records within 45 days of the day the University receives a request for access. (Exceptions are records in the Health Center, the Student Counseling and Development Center, and the Chapel Counseling Center to the extent such records are made, maintained or used only in connection with the provision of treatment to the student, and are not available to anyone other than persons providing such treatment, except that such records can be personally reviewed by a physician or other appropriate professional of the student's choice. Exceptions also include records maintained by the Valparaiso University Police Department that were created by the VUPD for the purpose of law enforcement. Students are also generally not allowed access to financial records of their parents or any information contained therein. Other exceptions may also apply.)

Students should submit to the Registrar, Dean, head of the academic department, or other appropriate official, written requests that identify the record(s) they wish to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed. Parents of dependent students have the right to request information about their children without having to gain students' consent.

Official transcripts of academic records are released only upon the written request of the student.

- (2) The right to request the amendment of the student's education records that the student believes are inaccurate or misleading.

Students may ask the University to amend a record that they believe is inaccurate or misleading. They should write the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading.

If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

- (3) The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent.

The University must obtain the written consent of present or former students before releasing personally identifiable data about them from records (other than to a specified list of exceptions in the Act). When information is released from students' files, the written consent, the reason(s) for the release, and the name of the recipient of the release must be attached to the copy of the data released which is kept in the file. The recommendation or data released must include a statement that the information is not to be released to anyone else without student's written consent.

One exception that permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic advising or academic research, or support staff position (including law enforcement personnel and health staff); a person or company with whom the University has contracted (such as an attorney, auditor or collection agent); a person serving on the Board of Directors; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

Upon request, the University discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

- (4) The right to file a complaint with the U.S. Department of Education concerning alleged failures by the University comply with the requirements of FERPA. The name and address of the office that administers FERPA is:

Family Policy Compliance Office,
U.S. Department of Education,
400 Maryland Avenue SW,
Washington, DC 20202-4605.

The University hereby gives public notice of its intention to disclose directory information of the following type:

- Name, Address, Telephone number
- Date and place of birth
- Major field of study
- Participation in officially recognized activities and sports
- Height and weight of members of athletic teams
- Dates of attendance
- Degrees and awards received
- The most recent previous educational agency or institution attended

A parent or eligible student has a right to refuse to let Valparaiso University designate any or all of these types of information about the student as directory information. Specific requests to limit the disclosure of directory information of a particular student must be filed with the Registrar's Office in writing within two weeks of the beginning of a semester and must state that the student and/or parent does not want any or all of the directory information about the student disclosed.

7.6 DISABILITIES IN THE WORKPLACE

Please refer to Appendix J: Valparaiso University Disabilities in the Workplace Policy.

APPENDIX A
THE BYLAWS OF THE LUTHERAN UNIVERSITY ASSOCIATION, INC.
d/b/a VALPARAISO UNIVERSITY

Board of Directors Bylaws

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**The Lutheran University Association, Inc.
(d/b/a Valparaiso University)**

**Board of Directors Bylaws
(Revised April 30, 2011)**

ARTICLE I

Board Authority and Responsibilities

Section 1. The Board of Directors (the “Board”) of The Lutheran University Association, Inc. (the “Association”), d/b/a Valparaiso University (the “University”), shall have and exercise those corporate powers prescribed by law. Its ultimate authority is affirmed through its general, academic, and financial policy-making functions and its responsibility for the Association’s financial health and welfare. The Board shall exercise ultimate institutional authority as set forth in the Indiana Nonprofit Corporate Act (the “Act”) and these Bylaws and in such other policy documents as it deems to be appropriate. These Bylaws and other Board policy statements shall, except for the Restated Articles of Incorporation, take precedence over all other institutional statements, documents, and policies, including the respective student and faculty handbooks.

Section 2. The Board shall have the authority to carry out all lawful functions which are permitted by the Act, these Bylaws, or by the Restated Articles of Incorporation of the Association.

This authority shall include but shall not be limited to these illustrative functions:

1. Establish and periodically review the Vision, Mission, and Purpose of the University, in consultation with the President of the University (the “President”), and support the University and the President in accomplishing them.
2. Oversee governance of the University and establish effective processes for governance, while respecting the culture of decision making in academia.
3. Appoint the President to serve as the chief executive officer; establish the President’s conditions of employment; approve performance evaluation criteria; and provide input to the Executive Committee of the Board on the President’s performance.
4. Establish the terms of employment for University officers who serve at the pleasure of the President.
5. Exercise fiduciary responsibility, approve the budget and tuition and fee levels, and establish guidelines for resource allocation in accordance with strategic priorities.
6. Authorize debt financing, the granting of security for loans, major construction and renovation, as well as the purchase and sale of land, buildings, and major equipment.
7. Establish Bylaws, policies, and criteria for Board membership; elect Board officers; and authorize assessment of Board performance.
8. Ensure, with the President, the development and systematic review of institutional policies that may have a significant effect on the University’s mission, strategic plan, and financial resources, including policies related to tenured faculty employment, assurance of academic freedom, changes in programs and curriculum, and personnel policies.
9. Approve the granting of earned and honorary degrees as recommended by the faculty and President.
10. Oversee the University’s asset management and fund-raising; approve fundraising campaigns and gift acceptance policies; and enhance the relationship between the University and the communities it serves.
11. Assure policies to support accountability, transparency, and open communication with campus constituencies, and represent the broader public interest in higher education.

ARTICLE II

Membership of Board of Directors

Section 1. The Board shall consist of up to forty-five (45) persons.

Section 2. New Directors and incumbent members of the Board who are eligible for reelection normally shall be elected at the Board's annual meeting. Any unfulfilled term may be filled through a special election.

Section 3. Directors shall serve for three-year terms and shall be eligible for reelection. Director's terms shall begin on the first day of January following their election unless otherwise determined by the Board. The President, the Chair of the Valparaíso University Guild Board of Directors, and the President of the Valparaíso University Alumni Association, shall be members of the Board during their respective term of office and shall be entitled to all of the privileges of Board membership during such term. The remaining members of the Board shall be elected in staggered terms so that approximately one-third (1/3) of said members will stand for election each year. At least seventy-five (75) percent of the elected members of the Board shall be members of a Lutheran congregation.

Section 4. All Directors serve at the pleasure of the Board. A Director may be removed from office with or without cause by an affirmative vote of two-thirds (2/3) of the Directors.

Section 5. The Governance Committee shall recommend candidates for election or reelection to the Board.

ARTICLE III

Directors Emeriti

Upon recommendation of the Governance Committee, any elected Director who has served with distinction may be elected by the Board as "Director Emeritus" or "Director Emerita." Directors Emeriti are not subject to the provisions of Sections 1, 2, and 3 of Article II of these Bylaws. The term for such Directors Emeriti shall be for life, except that Directors Emeriti serve at the pleasure of the Board and may be removed from office, with or without cause, by an affirmative vote of two-thirds (2/3) of the Directors. Directors Emeriti may attend all meetings of the Board and shall be eligible to serve on Board Committees and may participate in discussion at any such meetings. They shall not have voting privileges at Board meetings and shall not be counted as part of quorum determinations. Directors Emeriti shall be entitled to receive notices and minutes of all Board meetings and are encouraged to attend Board meetings or otherwise accept special assignments that are helpful to the Board and the University.

ARTICLE IV

Officers of the Association

Section 1. The officers of the Association shall be the Chair, Vice Chair, Secretary, Assistant Secretary, Treasurer, and Assistant Treasurer of the Board, the President, the Provost, and one or more officers with other titles, including but not limited to the title of Vice President. The Provost and the officers with other titles, including but not limited to the title of Vice President, shall serve at the pleasure of the President in consultation with the Chair. All other officers shall serve at the pleasure of the Board.

Section 2. The Chair, Vice Chair, Secretary, Assistant Secretary, Treasurer, Assistant Treasurer, and President shall be Directors. The other officers shall not be members of the Board.

Section 3. The officers' terms of office will vary as provided in these Bylaws. The Board may approve the appointment of other officers upon recommendation of the President.

ARTICLE V

Terms and Responsibilities of the Chair and Vice Chair of the Board of Directors

Section 1. The Chair and Vice Chair shall be elected annually upon nomination by the Governance Committee and shall serve for one year, or until a successor has been elected. The Chair and Vice Chair's term shall begin on the first day of January following election or immediately if they are filling a vacancy. Vacancies may be filled at any time by a vote of the Directors. Election or reelection shall take place at the designated Annual Meeting.

Section 2. The Chair shall preside at all Board and Executive Committee meetings, have the right to vote on all questions, and otherwise serve as spokesperson for the Board. He or she shall, upon consultation with the Chair of the Governance Committee and the President, appoint committee chairs and vice-chairs. He or she shall also serve as Chair of the Executive Committee, as an *ex-officio* member of all committees of the Board, and have other duties as the Board may prescribe from time to time.

Section 3. In the absence of the Chair, the Vice Chair shall perform the duties of the Chair as described in Section 2 of this Article.

ARTICLE VI

Term and Responsibilities of the Secretary

Section 1. The Secretary shall be elected annually upon nomination of the Governance Committee and shall serve for one year, or until a successor has been elected. The Secretary's term shall begin on the first day of January following their election or immediately if they are filling a vacancy. Vacancies may be filled at any time by a vote of the Directors. Election or reelection shall take place at the designated Annual Meeting.

Section 2. The Secretary shall ensure that the Board is acting in accordance with the Restated Articles of Incorporation and these Bylaws, Bylaw amendments are promptly made as necessary, minutes of Board meetings are accurate, Board minutes are and promptly distributed to all Directors, meetings are properly scheduled and Directors notified, records of the Association are authenticated as required, and Board policy statements and other official records are properly maintained. The Secretary shall perform other duties as prescribed from time to time by the Board and may be assisted in all duties by University personnel designated by the President.

ARTICLE VII

Term and Responsibilities of the Treasurer

Section 1. The Treasurer shall be elected annually upon nomination of the Governance Committee and shall serve for one year, or until a successor shall have been elected. The Treasurer's term shall begin on the first day of January following election or immediately if they are filling a vacancy. Vacancies may be filled at any time by a vote of the Directors. Election or reelection shall take place at the designated Annual Meeting.

Section 2. The Treasurer shall serve as a member of the Audit Committee of the Board, at least one other financial oversight committee, and otherwise serve as the Board's key leader on all financial management policy matters. He or she shall ensure that all Directors regularly receive appropriate financial statements from the University's administration that include comparisons of revenue and expenditures with the approved annual budget and the preceding fiscal year for the same time periods. The Treasurer shall ensure that other financial reports including those for special or major Board-approved expenditures, University investments, and annual or special audits are provided to all Directors in a timely manner. He or she shall work closely with the University's chief financial officer, independent auditors, and any other financial oversight committee of the Board.

ARTICLE VIII

Term, Authority, and Responsibilities of the President of the University

Section 1. The President shall be the chief executive officer of the Association and the University. His or her authority is vested through the Board and includes responsibilities for all University educational and managerial affairs. The President is responsible for leading the University, implementing all Board policies, keeping the Board informed on appropriate matters, consulting with the Board in a timely manner on matters appropriate to its policy-making and fiduciary functions, and serving as the University's key spokesperson. He or she has the authority to execute all documents on behalf of the University and the Board consistent with Board policies and the best interests of the University. The President serves *ex-officio* as a member of all Board committees.

Section 2. The President serves at the pleasure of the Board for such term, compensation, and with such conditions of employment as the Board shall determine.

ARTICLE IX

Term, Authority, and Responsibilities of the Provost and Vice Presidents

The Provost and any other officers, including Vice Presidents, shall serve for such term and have such authority and responsibilities as the President shall determine in consultation with the Board. In the event the President becomes incapacitated or otherwise unable to perform his or her duties for an indefinite period of time the Chair, in consultation with the Executive Committee, shall appoint a temporary successor until the President is able to resume his or her duties or is subsequently replaced.

ARTICLE X

Meetings

Section 1. The Board shall have four regular meetings annually to be held during January, April, July, and October on such dates and at such places as the Board shall determine. The Annual Meeting for the purpose of electing Directors and Officers shall be the Board regular meeting in October of each year.

Section 2. Special meetings may be held at the call of the Chair, the President, or upon written petition of five (5) members of the Board filed with the Secretary. Written notice of such special meetings shall be sent to all Directors by the Chair or Secretary with a clear statement of purpose(s) at least two (2) days in advance. Written notice may be sent in a generally accepted electronic format to a Director's last known e-mail address, cell phone number, or other electronic medium known to be regularly accessed by the Director. Business at such special meetings shall be confined to the stated purpose(s).

Section 3. A quorum for the transaction of business at meetings of the Board shall consist of one-third (1/3) of the members of the Board as defined in Article II, Section 3. Except as otherwise provided in these Bylaws or the Restated Articles of Incorporation, a majority vote of those Directors present with a proper quorum shall be sufficient to approve any actions at such meeting.

ARTICLE XI

Action Without a Formal Meeting

Any action required or permitted to be taken at a meeting of the Board or any committee thereof may be taken without a meeting if the action is taken by eighty (80) percent or more of the members of the Board or committee. Such action must be evidenced by a written document:

- (1) describing the action taken;
- (2) in which eighty (80) percent or more of the Directors consent to the action taken by signing their approval on the written document or as otherwise allowed herein; and
- (3) included in the minutes or filed with the Association's records reflecting the action taken.

Action taken in this manner is effective when the last necessary Director consents, unless the written document specifies a prior or subsequent effective date. For purposes of this Article, a written document may be an electronic document in a generally accepted format describing the proposed action to be taken, sent to a Director's last known e-mail address, cell phone number, or other electronic medium known to be regularly accessed by the Director. A Director may consent or disapprove by responding to such a written document clearly articulating approval or disapproval of the action taken. For purposes of this Article, failure to receive a Director's response shall be deemed as his or her abstention.

ARTICLE XII

Committees

Section 1. The Board shall establish such standing and ad hoc committees as it deems appropriate for the discharge of the Board's responsibilities. The Board, upon recommendation of the Chair, shall appoint all committee members who shall serve for one year, or until their successor has been appointed or until the committee has completed its charge. Each committee member's term shall begin at the January meeting or immediately if they are filling a vacancy or being appointed to an ad hoc committee. Vacancies may be filled at any time by the Chair, but appointment or reappointment of standing committee members shall take place at the designated Annual Meeting. The Chair may temporarily appoint committee members from the first day after an October meeting until they are formally appointed by the Board at the subsequent January meeting. Each committee shall have a written statement of purpose, role and scope as approved by the Board, and such rules of procedure or policy guidelines that it or the Board, as appropriate, shall approve. Such statements shall be reviewed annually by each committee. A majority of any standing committee shall consist of members of the Board defined in Article II, Section 3.

Section 2. The Chair of the Board shall have the responsibility of appointing the chairs and vice chairs of all Board Committees who shall serve for one year, or until their successors shall have been appointed or until the committee has completed its charge. Each chair and vice chair's term shall begin at the January meeting or immediately if they are filling a vacancy or being appointed to an ad hoc committee. Vacancies may be filled at any time by the Chair, but appointment or reappointment of standing committee chairs and vice chairs shall take place at the designated Annual Meeting. All committee chairs and vice chairs shall be Directors.

Section 3. Each committee shall have designated University personnel as determined by the President to assist it with its work. Each committee shall meet at least two times annually and regularly report on its work and recommendations to the Board. All Committees shall maintain written minutes of any meeting and, with the exception of the Executive and Governance Committee, distribute them to the Directors. A majority of each committee's voting members shall constitute a quorum.

ARTICLE XIII

Composition, Purposes, and Responsibilities of the Executive Committee

Section 1. The Executive Committee shall consist of the following Directors: Chair, Vice Chair, Secretary, Treasurer, President, and the chairs of all standing committees of the Board.

Section 2. The purpose of this Committee is to serve at the pleasure of the Board as its agent in helping the President to address business between regular Board meetings. The Committee shall have authority to act for the Board on all matters except for those actions prohibited by the Act and also except for the following which shall be reserved for the Board: Presidential selection and termination; Director and Board officer selection and termination; changes in institutional mission and purposes; changes to the Restated Articles of Incorporation and Bylaws; incurring of corporate indebtedness; sale of University assets or tangible property; adoption of the annual budget; and conferral of any honorary degrees.

The Executive Committee shall oversee the work of Board committees, the University's planning process or progress on planning goals, the Board's responsibility to support the President and assess his or her performance, and review annually the method for determining the compensation and conditions of employment of the President, officers, and key employees of the University.

Section 3. The Committee shall meet as often as necessary to conduct its business as the Chair and President shall determine, and ensure that minutes are taken and promptly distributed to all Directors for subsequent ratification by the Board at its next regular meeting.

ARTICLE XIV

Composition, Purposes, and Responsibilities of the Governance Committee

Section 1. The Governance Committee shall consist of six (6) members of the Board, the Chair, and the President.

Section 2. The purpose of the Governance Committee is to ensure that the Board's membership and leadership consists of highly qualified and committed individuals; ensure that regular programs for new Directors and in-service education are provided; assist the Chair and the President in their joint responsibility to help the Board to function effectively and efficiently by suggesting Board meeting agenda items; periodically recommend and implement processes by which the Board shall assess the performance of incumbent Directors and Board Officers who are eligible for reelection; maintain a list of qualified candidates for possible nomination; consider cultivation strategies for promising Director candidates; and propose and periodically review the adequacy of a statement of Director responsibilities as adopted by the Board. It shall establish its own rules of procedure in consultation with the Board Chair, President, and the Board.

Section 3. The Committee shall meet as often as necessary to conduct its business. It shall seek the assistance of all Directors in the course of meeting its responsibilities in accordance with these Bylaws and its own rules of procedures as adopted by the Board.

ARTICLE XV

Indemnification

To the extent not inconsistent with the laws of the State of Indiana, every person (and the heirs and personal representatives of such person) who is or was a Director, officer, or employee of the Association (including Directors Emeriti) shall be indemnified by the Association as provided for in the Act. The Association shall maintain appropriate Director and Officer liability insurance coverage for these purposes.

ARTICLE XVI

Conflict of Interest

All Directors shall strictly comply with the Act's duties and requirements relating to a Director's standard of care to the Association and the manner in which conflicts of interest must be addressed. Any conflict of interest must be disclosed at the earliest possible time. In addition, each Director shall complete and sign a disclosure form provided annually by the Secretary of the Board.

ARTICLE XVII

Review and Amendment of Bylaws

Section 1. These Bylaws may be changed or amended at any meeting of the Directors by a majority vote of those present, provided notice of the substance of the proposed amendment is sent to all Directors at least thirty (30) days prior to the meeting. Notice may be sent in a generally accepted electronic format to a Director's last known e-mail address, cell phone number, or other electronic medium known to be regularly accessed by the Director.

Section 2. These Bylaws shall be reviewed periodically by the Secretary of the Board and the Governance Committee who shall recommend any necessary changes to the Board.

APPENDIX B
AN INSTRUMENT FOR THE GOVERNANCE
OF VALPARAISO UNIVERSITY

AN INSTRUMENT FOR THE INTERNAL GOVERNANCE OF VALPARAISO UNIVERSITY

Preamble

Since the Administration, the Faculty, the Student Body and the Staff of Valparaiso University desire to create procedures and structures to accomplish the goals and objectives of the University in an atmosphere of mutual confidence, good order, academic freedom, respect for human dignity, and a commitment to the Christian faith in the Lutheran tradition, the Faculty of Valparaiso University hereby adopts this revised INSTRUMENT FOR THE INTERNAL GOVERNANCE OF VALPARAISO UNIVERSITY.

Article I. Authority

Nothing contained in this Instrument shall be so construed as to nullify or diminish the powers, privileges, responsibilities, and prerogatives vested by law in the Board of Directors, the President, or the Faculty of the University in the Articles of Incorporation, Constitution, and Bylaws of The Lutheran University Association, Inc., as presently written or as they may from time to time be amended.

Article II. The Faculty

Section 1. Faculty Jurisdiction.

The Faculty of the University shall, subject to the authority of the President, have exclusive jurisdiction (legislative) over matters of curriculum, degree standards, accreditation, certification, professional programs, academic graduation requirements, matters which lie within the provinces of

- a) the Academic Freedom and Tenure Hearing Committee,
- b) the Faculty Concerns Committee,
- c) the Committee on Creative Work and Research,
- d) the Committee on Assessment,
- e) the Committee on Academic and Professional Standards,
- f) the Committee to Enhance Learning and Teaching,
- g) the Educational Policy Committee, and
- h) the Graduate Educational Policy Committee.

In addition, the Faculty (including appropriate administrative officers) shall have the exclusive right to advise the President on all matters affecting the appointment, promotion or tenure of members of the Faculty.

Section 2. Delegation of Functions to Faculty Senate.

The Faculty, except when meeting in plenary session, delegates its advising and legislative functions to the Faculty Senate. All actions of the Faculty Senate may be modified or rescinded by the Faculty.

Section 3. Faculty Committees.

The Faculty may create and determine the composition of such committees or other agencies as it sees fit to deal with matters within its province. It shall not, however, establish standing committees which duplicate functions and responsibilities delegated to the University Council

Section 4. Student Representation.

Nothing in the Article shall be so construed as to prevent the Faculty from providing student representation on any of its committees or agencies.

Section 5. Meetings.

The Faculty shall meet in regular session as required by the Bylaws of the Valparaiso University Association, Inc., and shall be called into special session by the President within ten days of receipt by the President of a request for such a meeting signed by at least thirty (30) percent of those persons holding faculty rank.

Section 6. Chair and Secretary.

The President of the University shall serve as Chairman of the Faculty and the Registrar shall serve as its Secretary.

Section 7. Non-Faculty Meeting Attendance.

The Faculty shall determine whether its meetings shall be open or closed to those persons who are not members of the Faculty.

Article III. The Student Body

Section 1. Student Body Jurisdiction.

The Student Body shall, subject to the authority of the President, have exclusive jurisdiction, through such agencies as it may from time to time establish, over student publications, and media organizations, the University Planning Council (or any other name by which future reference may be made), at least fifty percent (50%) of the representation of the body that governs the Student Organization Suite in the Harre Union,, the administration of the Honor System, student activities fees, student organizations, determination and self-enforcement of house rules in student living units, counseling within these living units, and such other matters as the President of the University may from time to time assign to its jurisdiction. It shall not, however, establish committees which duplicate functions and responsibilities delegated to the Faculty or to the University Council.

Section 2. Structure.

The structure of student government shall be that provided for in the Constitution of the Student Senate as of December 6, 2010. This structure may be amended at any time after the adoption of this Instrument by the processes provided for in that Constitution.

Section 3. Faculty Representation.

Nothing in this Article shall be so construed as to prevent the Student Body or any of its agencies from providing for Faculty representation on any of its committees or agencies.

Section 4. Adjudication Courts.

The Student Senate shall, subject to authority of the President, have power to establish a Campus Judicial Board and such other courts as it may deem necessary to hear and adjudicate cases arising out of violations of rules and regulations, established under its authority in Article 3, Section 1, excluding those presently under the jurisdiction of the Honor Council, and to hear and adjudicate appeals brought to it from such minor councils as may exist within dormitories and other living units. In every case, the recommendations of any court established by the Student Senate shall be forwarded to the President for such action as he may see fit to take. And, in establishing any court or courts, the Student Senate shall provide proper safeguards for the confidentiality of the relationship between student and instructor and between student and counselor as well as for the fair treatment of all parties concerned.

Article IV. The University Council

Section 1. Membership.

All matters of mutual or common concern to the University, that is, those which are other than those specifically reserved to the Faculty in Article II or to the Student Body in Article III or this Instrument, shall, subject to the authority of the President, be under the jurisdiction of the University Council, which shall consist of administrators, staff, faculty members, and students according to the following approximate percentages:

Faculty	33%
Administration and Staff	33%
Students	33%

Section 2. Size.

The University Council as constituted shall consist of twenty (20) members: eighteen (18) plus the Assistant Vice President for Diversity, Equity, and Inclusion, and the President of the University, ex officio. The percentages set forth in Section 2 of the Article shall not be altered except by the process by which this Instrument was adopted.

Section 3. Elected and Ex-Officio Members.

Not more than one-third (1/3) of the representatives of the Faculty, Staff and Administration, nor more than one-third (1/3) of the representatives of the Student Body shall be members of the University Council ex officio, and the elected members shall be chosen in such a manner as to ensure the broadest possible representation of their constituencies.

Section 4. Length of Term.

Members of the Council ex officio shall serve as members of the Council so long as they occupy the office by virtue of which they are members of the Council. Elected representatives of the Faculty, Administration and Staff shall serve for terms of two (2) years, one-half of the terms beginning every other year on the first day of the fall term. Elected representatives of the Student Body shall serve for terms of one (1) year beginning on the first day of the fall term. Each group shall make provisions for the election of representatives to complete unexpired terms.

Section 5. Chair, Vice Chair, and Secretary.

The University Council shall elect a faculty Council member to be the presiding officer of the University Council and the Provost's Office will appoint a Secretary. The Council shall elect a Vice Chair, who shall preside in the absence of the presiding officer.

Section 6. Regular Meetings.

Regular meetings of the University Council shall be scheduled at least once a month during the academic year. It shall adopt its own rules of order.

Section 7. Standing Committees.

The Council, may, from time to time, establish such standing committees, special committees, and ad hoc committees as it may deem necessary or advisable for the orderly transaction of its business within the jurisdiction set forth in Section 1 of this Article. Representation on any committee shall be decided on the basis of the function of the committee by the Council at the time the committee is established. Representation of special committees shall be listed in the University Council Bylaws. Students, Faculty, and Administration/Staff each shall ordinarily be entitled to one-third the voting seats; a three-quarters

(3/4) vote of member present and voting shall be required for any deviation from this proportion. The President of the University, the Provost, the Vice Presidents, the Academic Deans, the President of the Student Body, and the Chair of the Faculty Senate shall be ex officio, non-voting members of all standing committees. The Council may also, by a vote of the majority of the members present and voting, grant ex officio, non-voting membership on any committee to such persons as it may deem useful to the committee.

Section 8. Non-Member Attendance.

All meetings of the University Council and of its committees, except meetings of the Student Academic Fair Practice Committee, shall be open, and reasonable opportunity shall be provided for comments by that Council committee, as the case may be, prior to any vote; provided, that the Council or any of its committees may go into or schedule executive sessions by a majority vote of its members present and voting.

Section 9. Jurisdiction.

It shall be the primary responsibility of the University Council to recommend to the President those policies and objectives which define the specific character of Valparaíso University as an institution committed to the principles set forth in the Preamble of this Instrument. If, at any time, disagreement should arise as to the jurisdiction of the Council in any particular matter, the President shall, in his capacity as chief executive of the Board of Directors, decide the matter.

Article V. Steering Committee

Section 1. Membership.

There shall be a Steering Committee comprised of the University President or representative, the Chair of the Faculty Senate, the Chair of the University Council, and the President of the Student Body.

Section 2. Duties.

The duties of the Steering Committee are to determine:

- 1) Which University deliberative body should first deal with matters not clearly delegated to Faculty Senate, Student Senate, or University Council.
- 2) A path or paths for deliberations where matters overlap jurisdictions of the three bodies.
- 3) Whether matters can be assigned appropriately to one of the current committees of the Faculty Senate, Student Senate, or University Council before establishing a new committee.

Section 3. Meetings.

The Committee shall meet in a timely manner upon the call of the President of the University or at the request of any two of the other members of the Steering Committee.

The assigning of issues or other matters to specific committees is in no way meant to interfere with the right of the President of the University to establish administrative committees to serve particular administrative concerns at any time.

Article VI. Adoption

Section 1. Approval.

If this Instrument is adopted by the Faculty, it shall be submitted to a Student Body referendum; if a majority of the students voting in that referendum votes in favor of its adoption, it shall be submitted to the President of the University, and, if the President gives his approval, it shall become effective on the first day of August, 1995.

Section 2. Amendments.

Amendments to this Instrument may be proposed by the Faculty Senate, the University Council, or the Student Senate, in each case by a two-thirds vote of the members present and voting. Any proposed amendment shall be submitted to the University Council. If the amendment is approved by a three-quarter vote of the members of the University Council present and voting at two (2) successive regular meetings, the amendment having been advertised in written form at least ten (10) days prior to the initial vote by the Chair of the University Council, it shall be submitted to the Faculty. If the Faculty adopts the amendment, it shall become effective on the day it receives the approval of the President of the University.

Approved by 3/4 vote of the University Senate on March 29 and April 19, 1995; revised April 1995; revised April 2011; revised February 2023.

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Addendum

A resolution of understanding approved by the University Senate on March 29, 1995, relative to the revision of the Instrument for Internal Governance of Valparaiso University.

In the transfer of the Educational Policy Committee from under the current University Senate to the new Faculty Senate, it is agreed that the following conditions will accompany that transfer:

1. That the number of faculty representatives shall be one more than the number of student representatives on the Committee.
2. That the Committee elect one of the faculty representatives as chair and, in keeping with Robert's Rules of Order, the chair shall have the vote on a motion only to break a tie.
3. That the minority on any issue shall have the right to submit a written and/or oral report to the Faculty Senate when the Senate is considering action on the issue.

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APPENDIX C
UNIVERSITY COUNCIL BYLAWS

UNIVERSITY COUNCIL BYLAWS

ARTICLE I. Membership

Section 1. Membership

The University Council shall consist of twenty (20) members, composed of the following:

- Six (6) faculty
 - four (4) elected by the Faculty Senate
 - the Faculty Senate president ex officio, voting
 - one (1) faculty member from the Underrepresented Faculty Staff Coalition (UFSC)
- Six (6) students
 - three (3) elected by the Student Senate
 - the Student Body President ex officio, voting
 - two (2) graduate students
- Six (6) staff and administration representative
 - three (3) elected by the Staff Employee Advocacy Council (SEAC)
 - the SEAC Chair ex officio, voting
 - one (1) Council of Deans representative
 - one (1) staff member from the Underrepresented Faculty Staff Coalition (UFSC)
- the Assistant Vice President for Diversity, Equity, and Inclusion ex officio, non-voting
- the President of the University ex officio, non-voting or another President's Cabinet Member appointed by the President (non-voting).

Section 2. Student Eligibility Requirements

All Student members of the Council must meet at least minimal eligibility requirements as specified in the Student Senate Bylaws, and have completed one semester at Valparaiso University.

Section 3. Elections

Elections of council members shall be scheduled so as to be completed each year by the end of the Spring Semester. In August the Council shall have an organizational meeting in which they shall elect a Chair and a Vice-Chair. The chair shall be a faculty member.

Section 4. Review of Size and Composition

To ensure appropriate representation, the size of the Council shall be reviewed by the Council at least every three (3) years. The Instrument for the Internal Governance of

Valparaiso University document shall be consulted when making changes; it provides guidelines for the composition of Council.

ARTICLE II. Organization

Section 1. Regular Meetings

Regular meetings of the University Council shall be scheduled four times during the academic year, ordinarily at 3:30 p.m. on the fourth Wednesday of September, November, February, and April. The Executive Committee may, however, call a special meeting if pressing concerns from the faculty, staff, or student body warrant it. The Executive Committee may, additionally, cancel a regular meeting if it agrees, with none of its members dissenting, that there is not sufficient business to warrant meeting and no Council member has introduced an item of business in writing to the Chair ten days prior to a regular meeting.

Section 2. Order of Business

The business of the University Council and its committees shall be conducted according to Robert's Rules of Order, latest edition, except where special rules are set forth in the Instrument for the Internal Governance of Valparaiso University or its Bylaws.

Section 3. Special Meetings

Special meetings of the Council can be called upon request by the President of the University, the Executive Committee, or by ten (10) or more members of the Council.

Section 4. Quorum

The members present at any regular meeting of the Council shall constitute a quorum. One-half (1/2) of the membership of the Council shall constitute a quorum at special meetings.

Section 5. Voting by Proxy

Voting by proxy shall not be permitted in the Council or any of its committees.

Section 6. Access to Relevant Information

The President of the University shall be asked to provide the Council and its committees with the information concerning the University which they need for their studies.

Section 7. Purpose

All matters of mutual or common concern to the University, which are other than those

specifically reserved to the Faculty in Article II of the Instrument of Internal Governance, to the Student Body in Article III of the Instrument for Internal Governance, or to the Staff Employee Advocacy Council statement of purpose located in the SEAC Bylaws, shall, subject to the authority of the President, be under the jurisdiction of the University Council. Among the areas that the Council would make recommendations to the President of the University:

- Goals and objectives of the University as a community
- Cultural and social events
- Convocations and public occasions
- Living environment
- Academic calendar
- Library use policy
- All-University regulations concerning non-academic matters
- Compliance with and implementation of Title VI of the Civil Rights Act of 1964
- Admissions
- Financial aid
- Placement
- Health service
- Coordination of counseling services (pastoral, psychological, academic)
- Extracurricular activities other than intercollegiate athletics
- Resource goals and priorities
- Campus planning and development, and
- Physical plant programs and priorities.

Section 8. Types of Committees

The University Council shall have standing committees and special committees as described in Articles III and IV. It may, from time to time, establish ad hoc committees. The chair of each committee shall have a vote.

Section 9. Committee Recommendations

Ordinarily, committee recommendations concerning matters lying within the province of a University Council committee shall be presented to the Council by the committee chair or the chair's representative. Any other member of a committee, however, shall have the right to introduce recommendations of the minority of the committee.

Section 10. Subcommittees

Committees of the University Council may establish subcommittees to assist them in their work. The size, representation, and membership of its subcommittees shall be established by each committee.

ARTICLE III. Standing Committees

Section 1. Standing Committees, Length of Term, Organizational Meeting, Regular and Special Meetings, Quorum

The University Council shall have one (1) standing committee described in Section 2 of this Article.

Members shall serve for terms of two (2) years, one-half of the terms beginning on the first day of each fall term. Members shall not serve on any given standing committee for more than two (2) successive full terms. Student members, each of whom serves a term of one (1) year, must meet at least minimal eligibility requirements as specified in the Student Senate Bylaws.

Following the annual election of committee members, each committee shall have an organizational meeting. The Executive Committee shall determine and notify the committee members of the presiding member, meeting time, and meeting place for the organizational meeting of each committee. In its organizational meeting, each committee shall elect its chair, vice chair, and secretary.

A schedule of regular meeting times for each of the standing committees of the Council shall be established by the Executive Committee prior to the beginning of the fall term. The members present at any regular meeting shall constitute a quorum. Special meetings may be called by the committee chair, or by vote of the committee at one of its regular meetings, or at the request of one-half (1/2) of the committee members. For special meetings when the University is in session during the fall and spring terms, one-half (1/2) of its voting members shall constitute a quorum. For special meetings when the University is not in session and during the summer term, one-third (1/3) of its voting members shall constitute a quorum.

The President of the University, the Provost, the Vice-Presidents, the Academic Deans, the President of the Student Body, and the Chair of the Faculty Senate shall be *ex officio*, non-voting members of all standing committees. The Council may also, by a vote of the majority of the members present and voting, grant *ex officio*, non-voting membership on any committee to such persons as it may deem useful to that committee.

Section 2. Committee on Intercollegiate Athletics

There shall be a Committee on Intercollegiate Athletics composed of:

- Representative from the Office of the Registrar
- The Faculty Athletics Representative (FAR)
- The Director of Athletics
- The Senior Women's administrator (SWA)
- The Senior Compliance Administrator

- Five (5) other faculty members, one (1) each from the College of Nursing and Health Professions, the College of Business, and the College of Engineering, and a total of two (2) from the College of Arts and Sciences, Christ College, and/or Library. At least one (1) faculty member shall be a member of the Council when elected to the committee.
- Two (2) student members, one (1) student member being elected by the Student-Athlete Advisory Committee (SAAC) and one (1) student member being a member of the Council when elected to the committee.

Each University college must choose their committee faculty member(s). Chosen members must be approved by the Council.

The chair of the committee will be chosen at the start of each academic year by the committee and must be a faculty member.

A representative from the Office of the Registrar shall serve as an ex officio, non-voting member of the committee.

The committee chairperson shall make reports and recommendations concerning intercollegiate athletics to the University Council. Such policy matters shall include, but not be limited to, the following:

1. Reviewing and monitoring team competition schedules that exceed the designated/acceptable student absence days. Committee may request meeting with designated coach for explanation of student class absences exceeding policy count.
2. Promoting and supporting ethical conduct in the University's intercollegiate athletics program.
3. Promoting academic achievement among student athletes through the creation and implementation of policies and procedures dedicated to furthering the academic success and welfare of all student-athletes.
4. Monitoring the student-athlete experience through exit interviews, surveys, and other means.
5. Promoting a stronger connection with faculty, staff, and community members by organizing and managing a campus/athletics liaison program.
6. Reviewing and advising the athletics department on current policies and strategic plans.
7. Reviewing and advising on departmental plans relating to diversity, equity, and inclusion.

When necessary to the making of informed recommendations on policy-making matters, the committee shall make a request to the President of the University for the release of pertinent data (including financial and budgetary data). Such data shall remain confidential within the committee.

ARTICLE IV. Special Committees

Section 1. Membership

The University Council shall have the special committees described in Sections 2 and 3 of this Article. All student members of these committees must meet at least minimal eligibility requirements. All faculty and administration/staff members of these committees must have completed three (3) years of full-time service at Valparaiso University.

Section 2. Executive Committee

There shall be an Executive Committee of the University Council composed of two (2) faculty Council members, two (2) student Council members, and two (2) administration/staff Council members. The Chair and Vice Chair of the University Council shall be *ex officio* voting members. The University Council Chair shall serve as Chair of the Executive Committee. The remaining four (4) members shall be elected by the Council at its first meeting of the fall term. This committee shall be authorized to act on behalf of the Council in emergencies between meetings of the Council. It shall be called into session by the President or upon the request of three (3) of its members. Decisions of this committee shall require four (4) votes; in the case of a tie the President may vote.

The Executive Committee shall have the following additional duties:

1. Serve as a nominating committee for the annual elections of committee members and at any time a vacancy occurs.
 - a. The committee should seek out nominees that are willing to serve and provide widespread representation.
 - b. The committee should encourage all University personnel who meet eligibility requirements to apply for nomination for serving on the committee of their choice.
 - c. The committee should make every effort to obtain two nominees for every position.
2. Establish the agendas for the meetings of the University Council;
3. Forward matters that have been referred to the Council to appropriate meeting agendas and urge committees with recommendations to be presented in Council meetings to distribute such recommendations to Council members prior to the meeting.
4. Maintain regular meeting times of the standing committees and monitor the operations of all committees relative to effectiveness, attendance, proper procedures, etc.
5. Recommend changes in committee size, make up, processes, or charges when appropriate.
6. Recommend disbanding of committees when appropriate.
7. Review the University Council Bylaws and suggest revisions as appropriate.

Section 3. Student Academic Fair Practices Committee

There shall be a Student Academic Fair Practices Committee composed of six (6) faculty members and six (6) student members. There shall be one student and one faculty representative from each of the following six colleges: Arts and Sciences, Business, Engineering, Nursing and Health Professions, Christ College, and the Graduate School. The President of the University and the President of the Student Body shall jointly appoint the student and faculty representatives. When necessary, the President of the University and the President of the Student Body shall appoint alternates, especially in the cases of absences and possible conflict of interest. The terms of appointment shall be two (2) years in the case of faculty members, with the possibility of reappointment. (Initially, two of the faculty appointments shall be for one year terms.) Students shall be appointed for terms of one year, with the possibility of reappointment. The chair shall be elected by the committee and shall preside at meetings with voice and vote.

The committee shall receive petitions from students who allege mistreatment on the part of faculty members, according to the principles and procedures in the statement on "Student Academic Fair Practices." (Adopted by the University Senate, March 30, 1983.) The committee shall report to the Council from time to time and may make recommendations to the Council.

ARTICLE V. Amendments

Amendments to these Bylaws may originate in the Faculty Senate, the Student Senate, SEAC, or the University Council, in each case by a majority of the members present and voting. Any proposed amendment shall be submitted to the Faculty by a three-fifths (3/5) vote of the members of the University Council present and voting at any regular meeting, the amendment having been advertised in writing by the Chair at least ten (10) days prior to that meeting. If the Faculty adopts the amendment, it shall become effective on the day it receives approval of the President of the University.

Approved by the University Senate on April 19, 1995

Revised 2/19/97; 2/18/98; 4/15/98; 4/21/99; 12/19/02; 10/22/14; 4/22/15; 4/19/18; 5/5/20;
4/29/21, 5/5/22, 2/10/23
registrar/ucoun/bylaws

APPENDIX D
FACULTY SENATE BYLAWS

FACULTY SENATE BYLAWS

ARTICLE I. Organization

Section 1. Representation

The Faculty Senate shall consist of twenty (20) faculty representatives and the University president. They shall be determined as follows:

President of the University - *ex officio*

Provost of the University - *ex officio*

Chair and Vice-Chair elected at-large from the faculty

College of Engineering - two (2) members elected at-large;

College of Business - two (2) members elected at-large;

College of Nursing and Health Professions - two (2) members elected at-large;

Christ College - one (1) member elected at-large;

University Library - one (1) member elected at-large;

College of Arts and Sciences - ten (10) members from the following groupings:

CAS Group 1 - three (3) members elected at-large with no more than one senator elected from any one department:

- Mathematics and Statistics
- Biology
- Chemistry
- Physics
- Computer and Information Science

CAS Group 2 - three (3) members elected at-large with no more than one senator elected from any one department:

- Economics
- Political Science
- Geography-Meteorology
- Sociology-Criminology
- Psychology
- Kinesiology
- Education-Social Work

CAS Group 3 - four (4) members elected at-large with no more than one senator elected from any one department:

- Communication and Visual Arts
- Music
- Theatre
- History
- English
- Theology-Philosophy
- World Languages and Cultures

Section 2. Term of Office

All elected members shall serve for terms of two years, except when elected to fill an unexpired term.

Section 3. Member Qualifications

All members of the Faculty Senate shall be full-time faculty members who shall have completed five (5) years of full-time service at Valparaiso University by the first regular meeting of their term.

Section 4. Elections, Terms of Office

Elections of senators shall be scheduled so as to be completed each year by the end of the third week in April.

Election of Arts and Sciences constituent group senators will be followed by election of Arts and Sciences at-large senators. When necessary, the Chair and Vice-Chair shall be elected by the faculty before the election of senators.

Prior to the closing of the spring semester, the members of the Faculty Senate for the following year shall have an organizational meeting in which to elect faculty members to Faculty Senate and University Council committees. Non-Senate faculty members shall be elected to the various standing committees and special committees from a slate compiled by the Executive Committee.

For the Campus Community Policy Committee of University Council, Faculty Senate shall elect five (5) faculty members, two of whom shall be members of the senate. The three non-senate faculty members must have completed three (3) years of full-time service at Valparaiso University. The term of office for all senators and Chair/Vice-Chair will begin at the organizational meeting and continue until the organizational meeting of the year their term expires.

Section 5. Vacancies

If a person elected to the senate should temporarily or permanently withdraw from that position, the vacancy shall be filled by an appointment to continue until the said member resumes the position or until their term has expired. An election for the replacement shall take place within the division where the vacancy has occurred.

If the Chair of the Faculty Senate resigns, he or she shall be replaced by the Vice Chair, or by a special election if there is no currently serving Vice Chair, and shall serve out the remainder of the Chair's term. The office of Vice Chair would then be filled by a special election.

Should the Vice Chair be unable or unwilling to serve out his or her term, then the Chair shall inform the Faculty Senate of this fact, and a special election will be conducted to replace the Vice Chair for the remainder of the unfinished term.

Any person elected to fill a vacancy, temporary or permanent, on the Faculty Senate is eligible to be nominated for a full term when the next regular election is held.

Section 6. Review of Size and Organization

The size and composition of the Faculty Senate and its committees shall be reviewed by the Faculty Senate at least every three (3) years.

ARTICLE II. Structure

Section 1. Regular Meetings

Regular meetings of the Faculty Senate shall be scheduled at least once a month during the academic year on a day of the month to be established each year in the organizational meeting of the Faculty Senate. The Executive Committee may, however, cancel a regular meeting if it agrees, with none of its members dissenting, that there are not sufficient or urgent enough committee recommendations to warrant meeting and if its chairperson has not received ten days prior to a regular meeting date a written notice from a Faculty Senate member that wishes personally to introduce an item of business at the scheduled meeting.

Section 2. Special Meetings

Special meetings of the Faculty Senate shall be called by the President of the University or upon request of the Executive Committee of the Senate or nine (9) or more members of the Faculty Senate.

Section 3. Executive Session

The Faculty Senate and its committees may go into executive session at any meeting by a majority vote of those members present and voting. An executive session shall consist of the voting members present at the meeting. Ex-officio members and other guests may be present for executive sessions at the invitation of the Senate/committee or at the discretion of the chair. The proceedings of executive sessions are confidential to the executive session; they are not recorded or included in the minutes. However, any action taken must be

memorialized in the publicly available minutes or formal action must be taken once the Senate/committee returns to Regular Order.

Section 4. Rules of Order

The business of the Faculty Senate and its committees shall be conducted according to Robert's Rules of Order, latest edition, except where special rules are set forth in the Instrument for the Internal Governance of Valparaiso University or its Bylaws.

Section 5. Quorum

The members present at any regular meeting of the Faculty Senate shall constitute a quorum. One-half (1/2) of the membership of the Faculty Senate shall constitute a quorum at special meetings.

Section 6. Voting

Voting by proxy shall not be permitted in the Faculty Senate or any of its committees.

All ex officio members of the senate and its committees are non-voting unless otherwise stated.

The Chair shall not vote except in the case of a tie.

Section 7. Committee Recommendations

Ordinarily, committee recommendations concerning matters lying within the province of a Faculty Senate committee shall be presented to the Faculty Senate by the committee chair or a representative. Any other member of a committee, however, shall have the right to introduce recommendations of the minority of the committee.

Section 8. Standing and Special Committees

The Faculty Senate shall have standing committees and special committees as described in Articles III and IV. It may, from time to time, establish ad hoc committees.

Section 9. Subcommittees

Committees of the Faculty Senate may establish subcommittees to assist them in their work. The size, representation, and membership of its subcommittees shall be established by each committee.

ARTICLE III. Committees

Section 1. Committees, Term of Office, Representation

The Faculty Senate shall have four (4) special committees (the Executive Committee, the Committee on Academic Freedom and Tenure Hearing, the Faculty Grievance Committee, and the Honor Council Committee) and seven (7) standing committees described in Sections 2 through 8 of this Article.

Faculty members on standing committees shall serve for terms of two (2) years, with approximately one-half of the terms beginning each fall, unless stated otherwise. Non-Senate faculty members must have completed three (3) years of full-time service at Valparaiso University to be eligible to serve on Faculty Senate committees, unless stated otherwise. Committees serve from the beginning of the academic year in the fall through the end of the summer academic session the following year.

Each of the standing committees shall have six (6) members elected by the Faculty Senate to represent the following faculty groups, unless stated otherwise:

College of Arts and Sciences, Christ College, and Library	3
CAS Group 1.....	1
CAS Group 2 + Library.....	1
CAS Group 3 + Christ College.....	1
College of Business	1
College of Engineering	1
College of Nursing and Health Professions	1

A slate of candidates for each committee shall be prepared by the Executive Committee of the Faculty Senate. In preparing the slate of candidates, the Executive Committee shall endeavor to ensure breadth in disciplinary representation among the committee's members.

After committees for the following year are elected at the May meeting, the Chair of Faculty Senate shall, as to each committee, select one faculty member who is a continuing member of such committee and notify such person that he or she is to serve as convener of such committee. Such person shall convene the first meeting of such committee prior to the first day of classes. In these organizational meetings, each committee shall elect its chair, vice chair, and secretary.

The University Registrar (or representative) shall serve as secretary of the Faculty Senate. The secretary shall keep minutes of all meetings; when the minutes have been approved at a subsequent meeting, a copy shall be sent to the University Registrar. The University Registrar (or representative) shall serve as secretary for the Educational Policy Committee. This committee will not elect a secretary from its membership.

A schedule of regular meeting times for each of the standing committees of the Faculty Senate shall be established by the Executive Committee prior to the beginning of the fall term.

The members present at any regular meeting shall constitute a quorum. Special meetings may be called by the committee chair, or by vote of the committee at one of its regular meetings, or at the request of one-half (1/2) of the committee members. For special meetings when the University is in session during the fall and spring terms, one-half (1/2) of its voting members shall constitute a quorum. For special meetings when the University is not in session and during the summer terms, one-third (1/3) of its voting members shall constitute a quorum.

Section 2. Committee Vacancies

If a person elected to a faculty senate committee should temporarily or permanently withdraw from that position for a year or more, the vacancy shall be filled by an appointment to continue until said member resumes the position or until their term has expired. The Faculty Senate Executive Committee shall appoint a replacement upon approval of the division (e.g., college or grouping) needing a replacement.

Section 3. The Educational Policy Committee

The Educational Policy Committee shall consist of representation outlined in Article III, Section 1, a representative of Christ College, and three (3) students. Neither Christ College nor the Library shall be considered a part of the College of Arts and Sciences groupings in this instance. At least two shall be faculty senators. Student members shall be selected by the Student Senate and shall have junior or senior standing.

A faculty member shall be elected chair. The Academic Deans and a representative of the Library faculty shall be *ex officio*, non-voting members.

The Educational Policy Committee shall make recommendations to the Faculty Senate in the following areas: a) educational objectives and goals, the general education curriculum, curricula of the undergraduate colleges of the University, the establishment of new programs, the elimination of old programs, and all other curricular matters as are delegated by the faculty; and b) library, institutional research, academic counseling, teaching and learning processes, grading system, class attendance, and eligibility requirements.

In the event that an undergraduate program is proposed for discontinuance, the Valparaiso University Policy for Discontinuance of Undergraduate Academic Programs shall be followed.

Section 4. The Committee on Creative Work and Research

The Committee on Creative Work and Research shall consist of seven (7) members: the Provost and six (6) faculty members.

The Committee shall be responsible for processing, evaluating, and making recommendations on all nominations for University Research Professorships and on all applications for Summer Research Fellowships, Expense Grants, and the O. P. Kretzmann Memorial Fund and on other grants and awards as may be established from time to time. Details of these awards are found in the Faculty Handbook appendices.

The Committee shall elect a chair and keep minutes of its meetings. Four (4) votes shall be required for any action by the Committee. Meetings of the committee ordinarily will be closed.

A faculty member who wishes to question an action of the Committee shall first request a meeting with the Committee. If this meeting does not resolve the differences between them, the faculty member may then appeal to the Faculty Senate.

Section 5. The Committee on Assessment and Accreditation

The responsibilities of the Committee on Assessment and Accreditation shall be as follows: to monitor and review curricular and co-curricular assessment and accreditation procedures on a regular and continuing basis; to provide support and expertise related to curricular and co-curricular assessment; to insure continuity of assessment activities and responsiveness of programs to assessment findings; to receive accreditation and program review reports annually; and to report to the Provost, Deans, Vice President for Student Life, and Faculty Senate problems in any of the above areas.

The committee will also help update the assurance argument for the Higher Learning Commission on an annual basis. Assessment of student academic achievement at Valparaiso University is administered by the Provost of the University and the deans of the separate colleges with assistance and direction provided by the Committee. The Committee reports to the faculty of the University through the Faculty Senate. The Assistant/Associate Provost for Faculty Affairs, a representative from the Office of Institutional Effectiveness, and the Director of Instructional Design serve as ex officio members.

Section 6. The Committee on Academic and Professional Standards

The duties of this committee shall be: 1) to rule on undergraduate petitions of an academic nature requesting deviations from graduation requirements; 2) to rule on appeals of undergraduate petitions requesting change of grading status; 3) to screen all undergraduate candidates for degrees; 4) to recommend to Faculty Senate candidates for honorary degrees; 5) to monitor and, if necessary, make recommendations concerning standards for credit by examination, advanced placement, credit by transfer, and admission to the colleges, schools, or programs, as well as other matters involving undergraduate academic standards of policy, especially those that might affect accreditation.

Candidates for honorary degrees are presented to the Committee by its Subcommittee on Honorary Degrees. This subcommittee consists of one representative from each of the College of Engineering, College of Business, College of Nursing and Health Professions, Christ College, and two representatives from the College of Arts and Sciences. Members are appointed by the president.

Nominations for honorary degrees are solicited from the faculty but may be made by anyone. Criteria (amended January, 2014) for awarding the honorary degrees are:

1. The candidate shall have achieved distinction in a field of honorable endeavor so that his or her honorary degree shall reflect credit on the University. Board public recognition of this achievement is not necessary.
2. The candidate, in character and conduct, shall reflect the fundamental principles for which the University stands.
3. The candidate shall have knowledge of, be sympathetic to, or have rendered service to Valparaiso University.

4. Honorary degrees are awarded to individuals, not to groups or teams.
5. Honorary degrees are not awarded posthumously or *in absentia*. The person must be able and willing to come to Commencement to receive his or her degree.
6. Other factors that may be considered are:
 - a. The candidate's service to humanity and the nature of that service;
 - b. The candidate's Lutheran orientation and status;
 - c. The candidate's recognition within the northwest Indiana or metropolitan Chicago community.

Section 7. The Faculty Concerns Committee

The Faculty Concerns Committee shall consist of six (6) full-time faculty members elected as outlined in Article 1, Section 4, and one (1) adjunct faculty member. The adjunct faculty member term shall be two (2) years, starting with the fall semester, as outlined below. Before the first meeting of the Faculty Senate in the fall semester when a vacancy occurs, the Executive Committee shall compile a slate of candidates for the adjunct faculty member seat from the list of adjunct faculty employed at the university for that semester. To be eligible, adjunct faculty must have taught at least one class each semester in the previous three years. Adjunct faculty who otherwise serve as full-time administrators or staff are not eligible for service on the Faculty Concerns Committee. The adjunct faculty member of the Faculty Concerns Committee shall be elected at the first meeting of Faculty Senate in the academic year when a vacancy occurs. If the adjunct faculty member is not employed at the university in a subsequent semester, the Executive Committee shall appoint a replacement for that semester from among the eligible adjunct faculty.

The purpose of the Faculty Concerns Committee shall be to formulate and recommend to the faculty policies relating to all phases of the general welfare of the faculty.

The Committee will also review all proposed changes to the Faculty Handbook.

If the Committee determines that the change is editorial, then it shall be considered approved and shall be reported to the Faculty Senate as part of the Committee's regular report. If the Committee determines that the proposed change is not editorial, then the Committee advances the proposed change to the Faculty Senate with a recommendation either for or against its adoption.

In addition, the Faculty Concerns Committee may at its discretion use its good offices to attempt to resolve questions brought to its attention by individual faculty members concerning the fair and equitable treatment of a member or a group of members of the faculty.

However, the Faculty Concerns Committee shall in no sense be a formal hearing committee, nor shall its function be to hear or adjudicate charges brought by or against a member of the faculty or administration.

Section 8. The Committee to Enhance Learning and Teaching

The Committee to Enhance Learning and Teaching shall consist of seven (7) members: the Director of Faculty Development for the Valparaiso Institute of Teaching and Learning (VITAL) and six (6) elected faculty members.

The Committee shall elect a chair from among the elected members. The Director of Faculty Development for VITAL shall serve as a non-voting member. Four (4) votes shall be required for any action by the Committee. Meetings of the Committee ordinarily will be closed.

The Committee shall be responsible for 1) evaluating and making recommendations to the Provost for the appointment of the Director of Faculty Development for VITAL, 2) evaluating nominations and making recommendations for awards in teaching excellence, 3) administering the applications for teaching-learning expense grants and travel grants, and 4) constructing programs that enhance teaching-learning and assist faculty development. The details of teaching awards can be found in the appendices to the Faculty Handbook.

The Committee shall work with the Director of Faculty Development for VITAL to construct programs which promote and enhance teaching-learning and assist in faculty development, including responsibilities in connection with faculty development grants.

Section 9. The Graduate Educational Policy Committee

The Graduate Educational Policy Committee shall consist of six (6) members: one from the College of Business, two from the College of Nursing and Health Professions, and three from groupings within the College of Arts and Sciences that house graduate programs. *Ex-officio* non-voting members are a representative from the Provost Office, the other college deans, the Dean of the Library, and the Registrar.

At least two-thirds (2/3) of the members of the Graduate Educational Policy Committee shall be graduate-approved, as defined in section 2.3.4.7 of the Faculty Handbook.

The Graduate Educational Policy Committee shall make recommendations to the Provost in the following areas: educational objectives, goals and curricula of the graduate programs of the University, the establishment of new graduate programs, and all other graduate curricular matters as are delegated by the faculty. It shall develop and oversee educational policy for the graduate programs and ensure the quality of existing graduate programs.

The Graduate Educational Policy Committee shall advise the Provost with regard to graduate issues concerning the library, including library use policies, institutional research, academic counseling, teaching and learning processes, grading system, class attendance, and eligibility requirements.

The Graduate Educational Policy Committee shall report to the Faculty Senate its recommendations to the Provost.

In the event that a graduate program is proposed for discontinuance, the Valparaiso University Policy for Discontinuance of Graduate Academic Programs shall be followed.

ARTICLE IV. Special Committees

Section 1. The Executive Committee

The Executive Committee shall be composed of: 1) the Chair of the Faculty Senate, 2) the Vice-Chair of the Faculty Senate, and 3) three (3) faculty senators elected at-large by the Faculty Senate at its organizational meeting in late spring. At least one member of the Executive Committee shall be from the College of Nursing and Health Professions, the College of Engineering, or the College of Business, and at least one member from the College of Arts and Sciences. Terms shall be for one year.

The Executive Committee shall:

1. Determine the agenda for the Faculty Senate.
2. Oversee all Senate elections.
3. Serve as a nominating committee for the annual elections of the committee members and at any time a vacancy occurs.
 - a. The committee should seek out nominees that are willing to serve and provide widespread representation.
 - b. The committee should encourage all University personnel to apply for nomination for serving on the committee of their choice.
 - c. The committee should make every effort to obtain two nominees for every open position.
4. Monitor the operations of committees relative to effectiveness, attendance, proper procedures, etc.
5. Recommend changes in committee size, make-up, processes, or charges when appropriate.
6. Recommend disbanding of committees when appropriate.
7. Determine the schedule of regular meeting times and places for meetings of the Senate and all of its standing committees.

The Executive Committee meets approximately one week before Faculty Senate meetings to develop the

agenda and then transmits the agenda and any additional information for the upcoming meeting to all senators.

Section 2. The Committee on Academic Freedom and Tenure Hearing

The Committee on Academic Freedom and Tenure Hearing shall consist of five (5) full-time faculty members serving two year terms, and shall be nominated and elected by the Faculty Senate. The slate of candidates shall consist of double the numbers of members to be elected. The Committee shall elect annually its own chair with the chair of the preceding year acting as temporary chair.

A faculty member may not serve simultaneously on this Committee and on the Faculty Grievance Committee. The duties of this Committee shall be to conduct hearings, make findings, and transmit reports, as described in Article III, Section 10 of The Academic Articles in the Faculty Handbook.

This Committee has jurisdiction over three types of cases: 1) Cases involving any University action alleged to infringe on a faculty member's academic freedom; 2) Cases involving the dismissal of tenured or tenure track faculty; and 3) Cases involving the denial of tenure or non-reappointment of a tenure track faculty member but only to the extent the faculty member claims that the University infringed on the faculty member's academic freedom, it substantially violated its own tenure or non-reappointment processes, or the decision is in violation of the University's Nondiscrimination, Harassment, and Sexual Misconduct Policy. The Committee shall follow the process set forth in 2.3.10.3 for cases involving the dismissal of a tenured or tenure track faculty member and 2.3.11 for cases involving tenure denial or non-reappointment of a tenure track faculty member. For all other matters, the Committee shall exercise its discretion and determine a process to follow on a case-by-case basis, but every process shall conclude with a written recommendation to the University and/or the relevant member or members of its administration.

Section 3. The Faculty Grievance Committee

The Faculty Grievance Committee shall consist of six (6) faculty members, who shall be elected by the faculty at large from a field of candidates nominated by the Executive Committee. One (1) of these six shall be nontenured faculty. These six members shall serve staggered two-year terms. The Grievance Committee shall annually elect its own chair. A member of this committee may not simultaneously serve on the Committee on Academic Freedom and Tenure Hearing.

Any tenured member of the Faculty Grievance Committee may be utilized in the role of Ombudsman, in which role they may receive a complaint from a member(s) of the Faculty and use their good offices to alleviate the causes of this complaint. The Ombudsman may guide complainant(s) to the proper persons or offices for the settlement of such complaint and, in appropriate cases, by representing the complainant(s) to such persons or offices. If the matter later becomes the subject of a formal hearing before the Committee, a member used in connection therewith as Ombudsman shall be ineligible for service on the hearing panel but may, if otherwise appropriate, supply information, evidence, or testimony to the panel.

All those members of the Faculty defined as Regular Faculty (Section 2.3.1.1) or Faculty Fellows (Section 2.3.1.2.3), at Valparaiso University holding an academic appointment may file a grievance. A former faculty member whose appointment is no longer in effect may not file a grievance, unless the grievance is filed within the timeline defined below.

The committee hears all grievances of faculty members unless the matter falls within the purview of the Committee on Academic Freedom and Tenure Hearing or unless otherwise stipulated in the Faculty Handbook. Faculty members who believe that policies of the Faculty Handbook have been inaccurately or unjustly applied to them may file a grievance with the Committee. A grievance must clearly state the policy or procedure which has not been followed justly or must clearly state how the aggrieved action contradicts official policy.

A grievance must be filed with the chair of the committee no later than 60 (sixty) working days of the date of the underlying event or events which have motivated the grievance. Where a series of events or course of conduct is alleged, the sixty-day period will start to run from the most recent act or event, with the date agreed upon by the grievant and the chair. The grievance shall state the complaint, who the complaint is against, and the desired outcome. The chair shall file the grievance with the Office of the Provost once it is received.

When a member of the faculty brings a grievance to the Faculty Grievance Committee, within five (5) working days the chair will assemble the Committee to consider the grievance. These four members along with the chairperson comprise the Hearing Board for that grievance. The Committee, including the chair, comprise the Hearing Board, unless such is impossible because of exclusion under the next provision. No person (including the chair) shall serve on a Hearing Board if they are a member of the grievant's academic department or if such person, in the joint judgment of the chair and the grievant or in the joint judgment of the chair and the committee member, has a direct interest in the matter. If the chair is excluded, they shall appoint a temporary chair for the sole purpose of handling that hearing. If the number of members for the Hearing Board is less than four (4), then the Faculty Senate Executive Committee shall appoint additional faculty to the Hearing Board at its sole discretion.

Unless required otherwise by the Faculty Handbook, the Committee shall exercise its discretion and determine a process to follow on a case-by-case basis for each grievance filed. Every process shall conclude with a written recommendation to the Provost and/or the relevant member or members of the administration. The written recommendation will also be given to the faculty member involved. The grievance, a brief description of the process, and written recommendation will be filed in the Office of the Provost. The chair will inform the Faculty Senate of the nature of the grievance and the nature of the recommendation.

Section 4. The Honor Council Committee

The committee is composed of twenty-one (21) members. Ten (10) are elected at large within their respective college (or unit) as follows:

College of Engineering	2
College of Business	2
College of Nursing and Health Professions	2
College of Arts & Sciences	4
Christ College	1

Ten (10) are elected, one (1) each, from among the following groupings within the College of Arts & Sciences:

Art/Music Biology/Psychology
 Chemistry/Physics & Astronomy
 Communication/Geography & Meteorology/Theatre
 Education/Kinesiology/Social Work/Library
 English
 Foreign Languages/Economics
 History/Political Science/Sociology & Criminology/International Studies
 Mathematics & Statistics/Computing & Information Science
 Theology/Philosophy

Members of the Senate Honor Council Committee must have completed one year of full-time service at the University. Members serve a two-year term, staggered so that in any year ten (10) or eleven (11) members are elected. Their election to the Honor Council will be confirmed by appointment to the Honor Council by the President of the University.

The members of this committee serve as members of the Honor Council. As such, they attend meetings and are active participants in Council operations, and they serve on Honor Council hearing panels. In addition, they act as liaison between the Honor Council and their constituent group faculty as well as Faculty Senate. Faculty may not serve more than six years in any ten-year period. Service may be required of committee members outside the nine-month academic year.

ARTICLE V. Amendments

Amendments to these Bylaws may originate in the Faculty or in the Faculty Senate, in each case by a majority of the members present and voting. If the amendment is approved by a two-thirds (2/3) vote of the members of the Faculty Senate present and voting at any regular meeting, the amendment having been advertised in writing by the Chair at least ten (10) days prior to that meeting, it shall be submitted to the

Faculty. If the Faculty adopts the amendment by a majority vote, it shall become effective on the day it receives the approval of the President of the University.

Approved, October 1995

Revised: 3/27/96; 4/9/97; 5/14/97; 5/13/98; 11/11/98; 3/24/99; 10/13/99; 9/13/00; 4/26/11; 8/26/14;
11/4/14, 3/16/16, 1/18/17, 4/19/18, 5/5/20, 4/29/21, 5/5/22, 2/10/23, 5/24/23

APPENDIX E
PROGRAMS ADMINISTERED BY THE
CREATIVE WORK AND RESEARCH COMMITTEE
For Undergraduate Faculty

APPENDIX E

PROGRAMS ADMINISTERED BY THE CREATIVE WORK AND RESEARCH COMMITTEE For Undergraduate Faculty and Students

E.1 PREAMBLE

While Valparaiso University has primarily an undergraduate teaching mission, the institution advocates and fosters a climate of systematic inquiry by supporting faculty and student research, and by encouraging faculty-student collaboration on projects. Research at Valparaiso University embodies many kinds of activities, from review of pertinent literature, as well as fine arts performance and analysis, to the specification and conduct of projects of inquiry. Some of these activities may lead to publication; all enrich classroom instruction by expanding the professor's awareness of the complexity and richness of life through the development of new analytical perspectives. In other words, research informs good teaching.

In order to encourage creative work and research by faculty members, Valparaiso University offers opportunity for appropriate recognition and financial assistance through award programs, including the following:

1. University Research Professorships
2. Wheat Ridge Ministries-Kretzmann Grants for research in the healing arts and sciences
3. Kapfer Research Award (preference given to those in the College of Arts & Sciences)
4. Summer Research Fellowships
5. Expense Grants associated with Creative Work and Research
6. Undergraduate Research Faculty Development and Faculty/Student Expense Grants
7. Undergraduate Summer Research Housing Grants

The Committee on Creative Work and Research comprises nine (9) voting faculty members and a representative of the Office of the Provost *ex officio*. The faculty members are drawn from each of the colleges as follows: five (5) members from the College of Arts and Sciences and one (1) from each of the professional colleges.

E.2 GUIDELINES

Application forms and guidelines for all the grants are available on the web at <https://www.valpo.edu/creative-work-and-research-committee/>. All applications must conform to the format stipulated. Deviations from this format will diminish chances for funding and may even disqualify the application. Applications should be written so that non-specialists can grasp the methodology and significance of the proposed project. Applicants may wish to ask outside experts in their fields to write letters of recommendation on the proposed subject. Selection in all cases is determined by the merit of the proposal (its originality and significance) and the applicant's capacity to execute the program of study. If none of the applications seems suitable, no awards may be given.

If desired, the applicant may meet with the Committee to discuss the merits of the proposal after decisions have been announced.

E.3 DEADLINES

New deadlines have recently been enacted by the Committee. **Specific dates can be found on the CWRC website at <https://www.valpo.edu/creative-work-and-research-committee/grant-overview/application-deadlines/>.**

Grant Name	Deadline
University Research Professorship	Last week of September
Kapfer Research Award	Last week of September
Wheat Ridge Ministries – O. P. Kretzmann Memorial Fund	Last week of October
Undergraduate Research Grants (for spring semester)	Last week of November
Summer Research Fellowships	Finals week in December
Faculty Research Expense Grants	Last week of January
Undergraduate Research Grants (for summer and fall semesters)	Last week of February
Undergraduate Summer Research Housing	Last week of March

All completed applications must be received by the Office of the Provost no later than 5:00 p.m. on the due date specified on the website.

Recipients of the University Research Professorship, Summer Research Fellowship, Wheat Ridge Ministries-Kretzmann Grant, Kapfer Research Award, and Undergraduate Research Grant must provide a written report of their research to the Office of the Provost by October 1, following the end of the fellowship tenure.

E.4 PROCEDURES

Questions regarding any of the grant programs described above should be directed to the Office of the Provost, which shall receive, process, and forward nominations and applications to the Committee on Creative Work and Research. The members of the Committee may consult with other faculty members and experts in the evaluation of proposals.

The University President and the Provost may request the Committee on Creative Work and Research to assume additional responsibilities associated with faculty creative work and research.

The Vice President for Advancement coordinates corporate and foundation grants. Individual colleges may designate staff to facilitate such grants. The Christopher Center for Library and Information Resources also has information about research opportunities.

E.5 UNIVERSITY RESEARCH PROFESSORSHIPS

The University Research Professorship program recognizes and encourages scholarly accomplishments and creative work, and awards financial assistance to those faculty members who prove able to conduct original research or produce creative work commensurate with their rank and years of teaching, and who engage in worthy projects. The appointment to a University Research Professorship is made by the University President upon recommendation of the Committee on Creative Work and Research. The Committee selects on the basis of the merit of the proposal (its originality and significance) and the applicant's capacity to execute the program of study. The appointment to a University Research Professorship may or may not be financed with University funds. Use of outside funds to execute a research project shall not preclude appointment to a University Research Professorship. If the candidate to be appointed to the position of University Research Professor is engaged in the fine arts, the title

“University Research Professor” shall be replaced by the title “Artist (Poet, Composer, Writer) in Residence.”

A maximum of two (2) University Research Professorships may be awarded each year, and if none of the applications seems suitable, no awards may be given. Professorships provide one semester of full-time leave with pay or two semesters in the same academic year with half-time load, plus a stipend of \$4,000. The stipend will not be subject to retirement benefits. Colleges to which the faculty recipient belongs will receive \$15,000 from the Office of the Provost in compensation for the leave, but the expenditure of the funds is controlled by the dean of the college.

The application and all supporting documents are due to the Office of the Provost by the last week in September. All faculty with the rank of lecturer or above and who have served the University for at least three (3) academic years prior to the effective date of the appointment are eligible.

A University Research Professor shall file one (1) copy of a report on the work done during the year of the appointment as University Research Professor with the Office of the Provost; this report is normally due by October 1, following the period for which the award was granted. The report should be significantly comprehensive.

To give the widest possible support to creative work and research, the Committee will normally give preference to a new candidate. A faculty member who has held a University Research Professorship may be considered for another appointment three (3) or more years after the original appointment has terminated.

E.6 WHEAT RIDGE MINISTRIES-O.P. KRETZMANN GRANT FOR RESEARCH IN THE HEALING ARTS AND SCIENCES

For grant purposes, the healing arts and sciences are defined as any organized bodies of knowledge that have practical application to problems of physical, spiritual, and mental health. This would include, but not be limited to, biology, chemistry, nursing, psychology, social work, sociology, and theology. Research proposals will be eligible for consideration for a Wheat Ridge Ministries-O.P. Kretzmann Grant if they address themselves to questions of analyzing, diagnosing, and/or curing problems of physical, spiritual, and mental health, irrespective of the academic department of the researcher.

Preference is given to those proposals that, in addition to satisfying the above criteria, hold promise of practical usefulness in the life and ministry of the church, particularly the Lutheran Church, and give emphasis to the theological implications of academic disciplines and life situations. Grants are made by the University President upon recommendation of the Committee on Creative Work and Research augmented by a person chosen ad hoc by the President of Wheat Ridge Ministries. More information about Wheat Ridge Ministries, its mission, and its priorities can be found at www.wheatridge.org.

Any discoveries or inventions made in the course of research under a Wheat Ridge Ministries-O.P. Kretzmann Grant are the property, in equal shares, of the researcher, Valparaiso University, and Wheat Ridge Ministries. The right to publish results of the research must belong exclusively to the researcher.

All faculty with the rank of lecturer or above and who have served the University for at least three (3) academic years prior to the effective date of the appointment are eligible.

In awarding grants from this fund there must be no discrimination based on race, gender, color, or national origin. Religious considerations may be taken into account to the extent of evaluating the potential value of the proposed research for the life and ministry of the church. In the event no eligible

request for a grant is received in any given year, that year's earnings on the fund will be added to the principal of the fund.

Effective November 2009, this endowment will allow up to three annual grants with a maximum award of \$10,000 each. Applications for the Wheat Ridge Ministries-O.P. Kretzmann Grant shall be submitted online to the Office of the Provost. The application and all supporting documents are due by the last week of October.

The grant or grants can be used for expenses and stipends. The stipend will be paid at the end of the spring semester following the selection. Grants will not be awarded for any project that in any way contributes to the attainment of a degree. All grant recipients shall file a detailed report of their work by October 1, following the year for which the award was granted. A copy shall also be filed with Wheat Ridge Ministries and the researcher's department.

E. 7 KAPFER RESEARCH AWARD (Preference Given to Faculty Members in the College of Arts & Sciences)

The Philip and Miriam Kapfer Endowed Faculty Research Award (referred to hereinafter as the Kapfer Research Award) is designed to provide leave and a monetary award for the development and pursuit of research interests among faculty members with preference given to those faculty members in the College of Arts and Sciences. Recipients of the Kapfer Research Award are selected by the Committee on Creative Work and Research under the auspices of the Office of the Provost. Selection is based on the originality and significance of the proposal and the applicant's perceived capacity to complete the work.

The Kapfer Research Award is funded from an endowment established by the Kapfer family. The award will be presented biennially. The award provides one semester of full-time leave with pay or two semesters in the same academic year with half-time load, plus a stipend of \$4,000. The stipend will not be subject to retirement benefits. Colleges to which the faculty recipient belongs will receive \$15,000 from the Office of the Provost in compensation for the leave, but the expenditure of the funds is controlled by the dean of the college.

A Kapfer Research Professor shall file one (1) copy of a report on the work done during the year of the appointment as Kapfer Research Professor with the Office of the Provost; this report is normally due by October 1, following the period for which the award was granted. The report should be significantly comprehensive.

In the event that no eligible request for the Kapfer Research Award is received in a given year, no award may be granted, and that year's earnings on the fund will be added to the principal of the fund.

Goals

The goals of the Kapfer Research Award include the following:

1. To highlight the value of current research in higher education, specifically in the Arts and Sciences.
2. To use various appropriate research methodologies including applied research, classroom research, and field research.
3. To develop new insights and strategies for teaching and learning in higher education that will be of value to other researchers, teachers, and students.
4. To communicate the faculty member's research results to the University community and to appropriate academic outlets outside the University via reports, publications, conferences, seminars, etc.

Eligibility

All faculty, with a preference for those in the College of Arts and Sciences, with the rank of lecturer or above and who have served the University for at least three (3) academic years prior to the effective date of the appointment are eligible to apply for the Kapfer Research Award. A faculty member who has received a Kapfer Research Award may be considered again for the award only if three (3) or more years have elapsed since the original award year.

Application Guidelines

The application and all supporting documents are to be submitted online to the Office of the Provost by the last week of September and include several basic elements:

1. Formulate the research question clearly. Include reasons why the answer to this question is important.
2. List the practical steps that will be taken to collect, interpret, apply, and communicate the research results and conclusions.
3. Speculate on ways in which the proposed research will benefit the faculty member in his or her primary role as a teacher at Valparaiso University. Also, suggest ways in which VU students will benefit from the proposed research.
4. Provide a proposed budget if the faculty applicant expects to divide the award between research-related expenses and a stipend.

E.8 SUMMER RESEARCH FELLOWSHIPS

The Summer Research Fellowship program gives financial assistance to faculty members for conducting creative work and research full time during the summer months. The maximum award for the Summer Research Fellow is \$2,500. The Fellowship will be viewed as a stipend that will be paid in the form of a grant at the end of the preceding spring semester, and will not be subject to retirement benefits. All or part of the money can also be used to cover research expenses such as travel, student aides, expendable supplies, and equipment. Those wishing to use the award to defray expenses must submit a tentative budget (either with the application or after the award is announced) which will be subject to University approval. The Provost's Office will approve the budget. Those seeking Summer Research Fellowships are also eligible to apply for additional money for expenses through expense grants described below.

Applications for Summer Research Fellowships shall be submitted online to the Office of the Provost. The deadline for the receipt of the application and all supporting documents is finals week in December. All faculty with the rank of lecturer or above are eligible.

Summer Research Fellowships shall not be awarded for any project that in any way contributes to the attainment of a degree. Preference may be given to those who have obtained supplemental funding for this project from outside resources. Faculty with twelve-month appointments are eligible for Summer Research Fellowships but only with the understanding that they will receive released time, not a cash grant. The applicants must negotiate the availability of released time with their unit head prior to applying. The stipend, or portions of it, can be made available to the unit to enhance existing budgets or to defray expenses incurred in covering for released time. As indicated above, the stipend can also be used to cover research expenses.

A Summer Research Fellow shall file with the Office of the Provost a detailed report on his/her work, normally by October 1, following the summer for which the award was granted. A copy shall also be filed with the Summer Research Fellow's department. If a subsequent application for a Summer Research Fellowship is made on the basis of the same project, a detailed progress report on the work done under the earlier award shall accompany the application.

E.9 EXPENSE GRANTS PROGRAM

The Expense Grants Program is designed to help faculty members to meet expenses that occur in connection with creative work and research. All faculty with the rank of lecturer or above are eligible. Visiting faculty are also eligible, as are adjunct faculty who have completed three (3) years of service with the University.

Expenses in connection with projects that lead to attainment of a degree will not be considered.

Applications for Expense Grants shall be submitted online to the Office of the Provost. The application and all supporting documents are due to the Office of the Provost by the last week of January.

E.10 UNDERGRADUATE RESEARCH, FACULTY DEVELOPMENT, AND FACULTY/STUDENT EXPENSE GRANTS

These awards are sponsored by the Valparaiso University Guild to enhance and facilitate more undergraduate research at Valparaiso University. Annually, \$10,000 will be available in support of undergraduate research: \$5,000 for faculty development and support; \$5,000 for student expenses.

Faculty Development: The funds will support up to five awards each year with a hard cap of \$1,000 each. Faculty can use these funds:

1. To develop new courses that incorporate undergraduate research;
2. To enact curricular revisions that enhance undergraduate research on campus;
3. To initiate innovative plans to stimulate undergraduate research across programs or departments; and/or
4. To cover expenses and modest stipends associated with such courses and projects.

Student Expenses: The funds will support ten or more awards with a soft cap of \$500 each. If awarded, students could use these funds for equipment purchases, supplies, photocopying, or other research needs or travel, meals, or lodging to present their findings at conferences.

Student applications will require a letter from the faculty sponsor. Students can apply for this award more than once if the first award is for research supplies and the second for, say, travel to a conference to present the research findings. Funding for the second award will obviously be contingent on completion of the research supported by the first award. Students may not obtain two awards to support their initial research.

The deadline for spring semester grants is the last week of November. The deadline for summer and fall semester grants is the last week of February. Details about the application format are available on the web at <https://www.valpo.edu/creative-work-and-research-committee/>.

Eligibility: All faculty with the rank of lecturer or above are eligible. Visiting faculty are also eligible, as are adjunct faculty who have completed three (3) years of service with the University. All full-time undergraduate students are eligible. Students need to indicate their intended graduation date on the application cover sheet. If a student receives a grant for summer research and he/she plans to graduate in May, the student must be registered for summer courses.

E.11 UNDERGRADUATE SUMMER RESEARCH HOUSING GRANTS

Students engaged in summer research are eligible to receive free housing in the residence halls subject to the following stipulations:

1. Each student must be a registered undergraduate at Valparaiso University.
2. Each student must be engaged in full time research (at least thirty [30] hours per week) while receiving the housing grant, up to a maximum of ten (10) weeks.
3. Each student researcher must have a faculty mentor.
4. Each student must be engaged in real research, as opposed to simply assisting with a faculty research project. For example, a student employed by a faculty member to work solely as a laboratory technician, or to find journal articles in the library or to proofread a manuscript would not be eligible for a Summer Research Housing Grant. The key criterion in defining 'real' research is that the student be engaged in, and contribute to, the intellectual development of the research or creative project. Two (2) manifestations of such engagement are: a) that the student writes a comprehensive research report, and b) that the student is included as a co-author of any scholarly publications that result from the research.

Students wishing to be considered for a Summer Research Housing Grant should arrange for their faculty mentor to submit a letter or e-mail request to the Office of the Provost by the last week of March. This letter should include:

1. The student's name;
2. Student's expected graduation date;
3. A short description of the student's planned activities (in light of item 4 above);
4. Beginning and ending dates for the research/housing;
5. The source of funding from which the student will be paid.

The Committee on Creative Work and Research will review the requests and select students to receive Summer Housing Grants before May 1. The Office of the Provost will inform the Residential Life Office and the Vice President for Finance and Administration of the students' names and their dates of stay in the residence halls. These awards are subject to the following additional conditions:

1. Students enrolled in summer session must have the approval of the Financial Aid Office in order to be eligible for this housing award.
2. Students receiving this award must abide by all the rules and regulations of the residence hall system.
3. Grants will be for up to ten (10) weeks. When not on campus for one (1) week or more, students must vacate their rooms.
4. Rooms will be double rooms with roommates assigned by the Housing Office.
5. The Internal Revenue Service considers a housing grant to be a form of compensation. As a result, the University must report the value of the room rental on a 1099 form that will be mailed to the student in January following the summer of the grant.

APPENDIX F
PROGRAMS ADMINISTERED BY THE
COMMITTEE TO ENHANCE LEARNING AND TEACHING
(CELT) for Undergraduate Faculty

APPENDIX F

PROGRAMS ADMINISTERED BY THE COMMITTEE TO ENHANCE LEARNING AND TEACHING (CELT) For Undergraduate Faculty

F.1 TEACHING/LEARNING EXPENSE GRANTS: \$10,000

The Teaching/Learning Grants Program is designed to assist faculty members to meet expenses which occur in connection with course development and teaching enhancement (e.g., creating a video for a course; developing computer-assisted testing; non-travel costs in connection with attending workshops specifically related to teaching and learning; acquiring special training necessary for teaching some skill or method; purchase of materials, equipment, software, or artifacts which are not appropriately paid for out of departmental or college budgets; faculty seminars for departments or colleges of the university). In addition, funds may be made available to compensate a faculty member who participates in a team-taught course but is not the instructor of record who receives load credit for the course. *Please note:* These grants are specifically intended to compensate faculty for expenses. Proposals which seek stipends as compensation for time will not be considered, except in the case of team-taught courses.

Eligibility

All faculty with the rank of lecturer or above are eligible. Visiting faculty are also eligible, as are adjunct faculty who have completed three years of service with the University.

Awards

Normally the Committee will award \$5,000 each semester in Teaching/Learning Expense Grants; expense grants typically are made in the amount of \$500 or \$1000; team-teaching grants will be in an amount equal to overload pay at the applicant's rank.

If the Committee does not receive enough applications, or if not enough applications are deemed worthy of an award, the full budget will not be spent in that year.

Application Deadline

For spring semester projects, applications must be submitted to the Office of the Provost by October 15; awards will be announced and funds granted by early November.

For fall semester projects, applications must be submitted to the Office of the Provost by April 15; awards will be announced and funds granted by early May.

Forms are available on the VU website at <https://www.valpo.edu/committee-to-enhance-learning-and-teaching/> or from the Office of the Provost.

F.2 TRAVEL GRANTS: \$12,000

Grants to supplement the costs of travel to conferences and workshops for faculty development are available through the Committee to Enhance Learning and Teaching. Proposals concerning teaching and learning will have the highest priority. In adjudicating among proposals, the Committee will consider the following:

1. The significance and impact on teaching and learning at VU;
2. The originality or freshness of the idea in the proposal;
3. The purpose of travel (in order of priority):
 - Workshops/conferences for pedagogical development (e.g. Lilly Conference on College Teaching and similar);
 - Workshop attendance for knowledge/skills/information to bring to the classroom;
 - Presentation of papers directly related to teaching and learning;
 - Presentation of research papers unrelated to teaching and learning;
 - Workshops/conferences for professional development, credentials, accompanying students;
4. The level of support available for travel within a unit;
5. Previous awards to an applicant – priority may be given to applicants who have not previously received this award.
6. The alignment with department and university-wide student learning objectives. University-wide student learning objectives can be found in the undergraduate catalog.

Note: Travel for International Service Learning trips or for conference attendance related merely to positions held in professional organizations will not be funded by this committee.

Eligibility

All faculty with the rank of lecturer or above are eligible. Visiting faculty are also eligible, as are adjunct faculty who have completed three years of service with the University.

Awards

Three times per year, the Committee will award \$4,000 in Travel Grants, with a limit of \$1,000 per grant for travel within the United States and \$2,000 per grant for international travel. If the Committee does not receive enough applications or if not enough applications are deemed worthy of an award, the full budget will not be spent in that year.

Application Deadline

For travel **July 1 – October 31**, applications must be submitted to the Office of the Provost by May 15, and awards will be announced by late May.

For travel **November 1 – February 28**, applications must be submitted to the Office of the Provost by September 15, and awards will be announced by early October.

For travel **March 1 – June 30**, applications must be submitted to the Office of the Provost by January 15, and awards will be announced by early February.

Forms are available at the VU web site at <https://www.valpo.edu/committee-to-enhance-learning-and-teaching/> or from the Office of the Provost.

APPENDIX G
TRAVEL AND TRAVEL EXPENSE REPORTING
POLICIES & PROCEDURES

Valparaiso University

Travel and Travel Expense Reporting Policies & Procedures

Purpose

The purpose of this document is to establish procedures for faculty, staff and students to obtain approval and reimbursement by Valparaiso University for authorized business-related expenditures. **Please refer to the University's travel website for current information and forms: <https://www.valpo.edu/travel/>**

Statement of Policy

Valparaiso University supports authorized business travel of faculty, staff and students. The University will reimburse travelers for reasonable business expenses incurred provided the travel is approved by the appropriate supervisor. The University will reimburse the traveler for actual, authorized travel expenses as submitted on a properly completed Travel Expense Report. Employees should practice moderation in all expenditures for travel, keeping in mind the mission, non-profit status and budgetary constraints of the University.

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Departmental Budgetary Discretion

Budget officers, departmental supervisors and administrators may place a limit on trip expenditures due to limited funds availability or budget constraints. If there is a set limit on funds available for a trip, the budget must be communicated to the traveler at the time the trip is approved and in advance of all expenditures. The travel expense reimbursement report must include actual expenditures. The maximum reimbursement amount must then be specified on the report.

Expense Reporting

A properly completed Travel Expense Report must be prepared by the employee, reviewed and approved by the appropriate supervisor and submitted to the Finance Office to obtain reimbursement. The following procedures must be followed:

- Obtain the Travel Expense Report from the Finance Office. Only the official Valparaiso University Travel Expense Report will be accepted. If the employee would prefer preparing his/her Travel Expense Report electronically, please obtain a copy of the Excel spreadsheet at <https://www.valpo.edu/travel/forms/>.
- All sections of the Travel Expense Report must be completed.
- The Travel Expense Report must be signed by the employee requesting the reimbursement and the appropriate supervisor. By signing the report, the supervisor affirms the completeness and mathematical accuracy of the report and all necessary documentation is attached. Vice Presidents may establish the signature and spending limit requirements for their area.
- Due to IRS reporting regulations, if the Travel Expense Report includes meals and entertainment of a guest, the report must include the guest's name and business purpose. In addition, refer to the Valparaiso University "Hospitality Policy" for information regarding authorized expenditures for guests and other non-travel related meal expenditures.
- Due to IRS reporting regulations, meals for one-day trips will not be reimbursed unless the workday exceeds 10 hours. Typically, the one day trip reimbursement request may include a per diem for the evening meal if the one day trip exceeds 10 hours. See the complete policy on page 10 including information regarding the meal per diem rates.
- Original (no photocopies) itemized receipts of non-meal expenditures must be attached to the Travel Expense Report. In the event that expenses were shared with another individual, photocopies will be acceptable if a notation is made on the Travel Expense Report. Meal reimbursements will be paid based on the per diem rates detailed in the "Meals and Incidentals" section of this policy. **Hotel quick checkout receipts that do not itemize charges are not acceptable.**
- Prepayments for trip expenditures such as conference fees and airline reservations are often made from weeks to months prior to actual travel. Reimbursement requests for these types of expenditures must be submitted in accordance with the reimbursement policy commonly known as the "59 Day Rule" which states that the reimbursement request must be received by the Finance Office within 59 days of payment. Reimbursement requests submitted after 60 days have elapsed will be treated as compensation through Payroll as specified in the expense reimbursement policy. Reports submitted after the close of a fiscal year (occurring annually on July 15) will not be reimbursed under any circumstances.
- In order to manage cash flow and department budgets effectively, the Travel Expense Report must be submitted within 10 working days after returning from a business trip. Reports submitted after 60 days have elapsed will be reimbursed at the discretion of the supervisor and be treated as compensation through Payroll as specified in

the expense reimbursement policy. Reports submitted after the close of a fiscal year will not be reimbursed. The fiscal year close date, approximately 15 calendar days after June 30, is publicized annually by the Vice President for Finance and Administration.

- See the Travel Policy website for a sample of a properly completed Travel Expense Report.
- Travel Expense Reports will be processed by the Finance Office in the order received. Reimbursements will be processed as timely as possible.

Travel Advances

The University encourages the use of personal credit cards in lieu of requesting a travel advance. However, in order to meet the travel needs of employees, Valparaiso University will provide travel advances when proper documentation has been prepared and approved by the supervisor. The following procedures must be followed:

- Submit a check request to the Finance Office no later than five working days prior to departure.
- The maximum request will be \$150 per day of travel. Athletic team travel advance request maximums will be at the discretion of the Athletics Business Manager.
- Employees having a prior outstanding travel advance may not request an additional advance until a properly completed Travel Expense Report is submitted to the Finance Office.
- Unused advances must be returned to the Finance Office immediately upon return from travel. Send a personal check or money order for any unused advance with the advance account number noted on the check to the University Cashier. Do not send cash. A copy of the receipt from the University cashier must be attached to the Travel Expense Report.
- Cash held by the employee is the responsibility of the employee. Theft or loss of funds should be submitted to the employee's personal insurance company. A police report must be filed at the time of loss. All losses must be reported immediately to the Vice President for Finance and Administration.

Transportation - Air

Valparaiso University's corporate travel business partner is Anthony Travel (for group travel needs). By coordinating travel arrangements through Anthony Travel, the University has established an efficient purchase and payment method. Please contact Procurement if you should have concerns about how to handle individual, unusual travel circumstances. **A 60% reimbursement will be paid in those cases where Anthony Travel or an internet provider was not used and there was no previous communication with Procurement regarding extenuating circumstances.**

Reservation Procedures – With University Business Partners

- Contact Anthony Travel (219.631.7080) for group travel arrangements. Identify yourself as a Valparaiso University traveler and give the name of your department. Provide the agency with your air travel requirements. When possible, be flexible by giving a variety of departure and arrival options to secure the lowest fare.
- The agency will notify departments of travel itinerary and cost.
- Departments will enter a purchase requisition into Colleague and a purchase order will be issued to the agency. Procurement will provide the agency a purchase order number. The agency must have the purchase order number before a reservation is booked. To avoid possible price increases or other charges, enter purchase requisitions in Colleague or call Procurement as soon as reservations are requested.
- Departments that have a high volume of travel needs should consider issuing a blanket purchase order for all travel during a semester/year. Each time travel arrangements are made, the agency should be given the blanket

purchase order number. This eliminates a purchase requisition/purchase order for each individual travel situation. The supervisor should monitor the blanket purchase order activity.

- Tickets are delivered by email with receipt and copy of itinerary.

Other Reservation Procedures

- Internet Providers: If you choose to use an internet provider due to the low rates often available, the cost will be reimbursed provided the confirmation page indicating confirmation number, itinerary, total cost and proof of payment is attached to a properly completed Travel Expense Report.
- Other Providers: If another agency has quoted a lower rate, the provider may be used instead of the University agency. However, you must obtain a written quote from the University agency (Anthony) for the **same itinerary** as documentation of savings. To be comparative, the agency quote must be obtained the **same day** as the other provider's quote. When submitting a charge for travel on the Travel Expense Report, you must attach the quotes **and** proof of payment of the other provider's charge. Proof of payment consists of an original invoice indicating "Paid in Full" from the other provider.

Domestic and International Travel

- Class of Service
No first class/business class travel will be reimbursed for any Valparaiso University employee while traveling on University business. The only exception to first class/business class travel is a free upgrade provided by the airline, the travel agency, or a frequent flyer program.
- Private Aircraft
The University does not provide reimbursement for travel in private aircraft for University business unless authorized by the appropriate vice president.
- Passports/Visas/Tourists Cards
Passports/visas/tourist cards are typically personal in nature and are not the responsibility of Valparaiso University. However, passports required for University business travel may be reimbursed at the discretion of the appropriate supervisor.

Accounting Procedures

- Flight Reimbursement
Anthony Travel will bill Valparaiso University for all flight arrangements made through the purchase order system, and Accounts Payable will handle the payment. For flights arranged by the employee due to special circumstances stated above or on the internet, reimbursement will be paid to the employee upon receipt of a properly completed Travel Expense Report. Please refer to documentation of internet purchases outlined above. **If Procurement guidelines are not followed, only 60% of the cost of the flight will be reimbursed. If travel arrangements are made by the individual in advance of the dates of the trip, reimbursement requests must be submitted in accordance with reporting deadlines. For more details, see "Expense Reporting" above.**
- Unused Tickets
Refunds for unused tickets must be sent to the Finance Office. Provide details including information regarding the unused ticket and the general ledger account number from which the original purchase was made. Non-refundable credits must be used when making future University business related travel arrangements.
- Lost Tickets
Employees are personally responsible for the replacement of all lost paper tickets.
- Changes/Reissues
Any fees charged for business-related flight changes will be reimbursed to the employee if documentation is included in a properly completed Travel Expense Report.

Personal Travel with Business Travel

Valparaiso University will allow combinations of personal/business travel if the rate proportionately decreases the cost incurred by the University. The travel agencies will offer the traveler the optional cost of the Saturday stay-over fare. The cost comparison must take into account the airfare savings compared to the additional cost for lodging, meals, and rental car.

Airline Club Memberships

Airline club memberships are the responsibility of the employee. Valparaiso University will not reimburse for membership costs unless related to ongoing University business and approved by the supervisor.

Number of Employees on Same Flight

The President, Provost, and Vice President for Finance and Administration of Valparaiso University are not permitted to travel on the same flight.

Frequent Flyer Program

Valparaiso University permits its employees to retain their frequent flyer miles earned on University business travel.

Guest Travel

Valparaiso University will not reimburse the travel costs of a personal guest. It is the responsibility of the employee to document reimbursable business expenses and to keep a record of such expenses apart from those incurred by the guest.

Business Guest Travel

From time to time, the University hosts individuals or groups for a variety of reasons. The individual or group is encouraged to make travel arrangements through the University's approved travel agencies. The hosting department is responsible for purchase requisitions and/or expense reimbursement requests.

Travel Insurance

Flights arranged through Anthony Travel and paid using the University's credit card automatically include \$250,000 travel accident insurance for the traveler. In addition, the University provides various coverages including accidental death and dismemberment, emergency medical for accident and sickness, and emergency medical for evacuation. For more information, please contact the Office of Finance and Administration at 219.464.5215 or visit eiia.org/ForeignAssist for more information.

Transportation - Automobile**Personal Car**

- Authorization for travel must be obtained from the appropriate supervisor. In the event that several University employees will be traveling to the same destination, joint travel is expected.
- Reimbursement for use of a personal vehicle will be paid to the employee upon receipt of a properly completed Travel Expense Report. The maximum reimbursement will be at the current IRS mileage rate, which includes all costs of operating a vehicle. No other costs of operating a personal vehicle will be reimbursed. If the destination warrants air travel but the employee chooses to use a personal vehicle for his/her own convenience, the reimbursement will be limited to the cost of airfare and rental car at the destination as quoted by Anthony Travel, internet provider, or the actual mileage reimbursement rate, whichever is less. The employee will be responsible for obtaining a written quote from Anthony Travel or internet provider prior to departure.
- Mileage will be calculated using the most direct route. The Travel Expense Report will include point of origin, destination, dates of travel, business purpose, and the number of miles driven.
- Under no circumstance will the employee be reimbursed for fines resulting from moving or parking violations.

- In the event an employee is involved in an accident in his/her personal vehicle while traveling on University business, the employee is responsible for loss or damage to the vehicle and any bodily injury or property damage to others they may cause, and is expected to maintain appropriate insurance covering damage, liability, and medical costs.
- Under no circumstance will the employee operate/use a cell phone, including text messaging, while driving a vehicle.

Rental Car - General Policies

The following general policies address University non-student drivers only. Please refer to the “Student Driver” section of the Travel Policy for all trips involving student drivers.

- The driver must be a University employee with a valid driver’s license.
- The University has insurance coverage for hired vehicles driven by University employees. This coverage includes public liability insurance as well as physical damage coverage with a \$500 deductible. This precludes the necessity of purchasing rental car insurance coverage from any car rental agency. In the event of an accident, the University will be responsible for the cost of damages not to exceed \$500. The cost will be charged to the department that rented the vehicle.
- Only business-related travel is authorized use of a rental vehicle. The rental vehicle may not be used for personal side-trips. The only authorized driver is the employee who rented the vehicle.
- The use of large passenger vans with a wheelbase over 140” and total vehicle length over 225”, commonly known as “15 Passenger Vans”, is prohibited.
- In the event of an accident, regardless of the amount of damage or injury, the employee must contact local law enforcement authorities and an accident report must be obtained. The employee must notify the University’s insurance provider, Travelers, 24-hour claim reporting service, at 1.800.832.7839, and reference policy #TJ-CAP-7440L-22-2.
- Rental vehicles should be returned refueled to avoid excessive vendor refueling charges.
- Under no circumstance will the employee be reimbursed for fines for moving or parking violations.
- Under no circumstance will the employee operate a rental vehicle under the influence of alcohol or other controlled substance.
- Under no circumstance will the employee operate/use a cell phone, including text messaging, while driving a vehicle.

Rental Car - Local

The University has contracted with Enterprise Rent-a-Car for all authorized local transportation needs. The authorization is for official University business only for destinations exceeding 30 miles (round trip exceeding 60 miles). The procedure is as follows:

- Contact Enterprise at 219.531.2700 or <https://elink.enterprise.com/en/21/09/valparaiso-university-ei.html> to obtain reservation information.
- Enter a Purchase Requisition into Colleague. The reservation will not be honored if a purchase order is not prepared or a Valparaiso University Procurement Card is not provided. Departments that have a high volume of

travel needs should consider issuing a blanket purchase order for all travel during the semester/year. Each time travel arrangements are made, Enterprise must be given this blanket purchase order number. This will eliminate a purchase requisition/purchase order for each individual travel situation.

- Arrange with Enterprise for pick up or delivery of the rental vehicle. The rental agreement **must** be signed by the **driver/employee** at the time of pick up/delivery. **The driver/employee must inspect the vehicle for damage before and after the rental period and note any damage on the rental agreement.**
- Enterprise will bill the University directly for the rental charges.

Rental Car – Out of Town

- In the event that transportation is required at a travel destination, Valparaiso University authorizes and will reimburse for the use of rental cars. The rental agreement **must** be signed by the **driver/employee** at the time of delivery. However, only business-related travel is authorized use of a rental vehicle. The rental vehicle **may not** be used for personal side-trips. The only authorized driver is the employee who rented the vehicle.
- The style of vehicle needed for business travel may vary depending on the purpose of the business trip. Keeping budget constraints in mind, the vehicle choice remains with the employee with the approval of the appropriate supervisor.
- Drop off charges will be reimbursed to the employee if the charge meets the necessary University business purpose criteria.
- A personal credit card or University procurement card must be used for the rental of vehicles outside of Valparaiso. Local blanket purchase orders will not be honored by out of town agencies.
- Reimbursement for use of a rental vehicle will be paid to the employee upon receipt of a properly completed Travel Expense Report. The University will reimburse for the additional night(s) rental car cost resulting from choosing a flight option that requires a Saturday night stay as long as the option resulted in savings or no further expense to the University.

Transportation - Other

Taxis, Buses, Vans, Airport/Hotel Limousines

Use of taxicabs, shuttle buses and other forms of mass transit are encouraged. The cost will be reimbursed when properly submitted on a Travel Expense Report. Original receipts are **not** required for individual charges under \$25.00.

Chauffeured Limousines

Reimbursement will be provided for chauffeured limousines when their use is cost effective or required under special circumstances and approved by the appropriate supervisor.

Rail

Contact Anthony Travel for rail travel arrangements following the same procedures as previously stated for air travel.

Toll Charges

Reimbursement will be provided for tolls charged for roads, bridges, etc. The cost will be reimbursed when properly submitted on a Travel Expense Report. Original receipts are **not** necessary for individual charges under \$25.00.

Lodging - Hotels

Type

It is the University's practice to use "good" rather than "deluxe" lodging accommodations. However, accommodations selections will widely vary based on the location and the situation. For example, attendance at a convention, seminar or University-sponsored function may make it appropriate for the traveler to stay at the hotel serving as the meeting site.

Reservations

Employees will be responsible for making their own hotel reservations. When attending a conference or convention, the employee will request the applicable convention rate. Anthony Travel may be contacted for specific hotel needs, corporate rates or promotional rates. Online reservations are permitted and encouraged due to the discounts frequently experienced using internet providers.

Guarantee for Late Arrival

The employee will be responsible for obtaining a guarantee for late arrival at the time the reservation is made.

Cancellations

In the event a business trip is canceled or changed, the employee will be responsible for making the necessary changes in his/her reservations.

Hospitality Rooms

The University will reimburse for the rental of a hospitality room if the room is necessary for conducting business of the University.

Guest Lodging

If the employee occupies a room with a personal guest, the University will reimburse at the single rate. The employee will provide the single rate information on the Travel Expense Report.

Reimbursement

Reimbursement for hotel accommodations will be paid to the employee upon receipt of a properly completed Travel Expense Report. The original itemized hotel receipt must be attached to the report. Any charges included on the hotel bill for other expenses such as local phone calls, internet service, and laundry service must be itemized on the Travel Expense Report in the appropriate category. Meals charged to a hotel bill will not be reimbursed. See the per diem information under "Meals and Entertainment". Hotel long distance charges will not be reimbursed. Internet service will be reimbursed if the service is necessary to perform University business and the hotel does not provide free service in the room, lobby, or business center.

Spending Guidelines

Budgetary guidelines for the trip are the responsibility of the appropriate supervisor. The University will reimburse for the additional night(s) lodging resulting from choosing a flight option that requires a Saturday night stay as long as the option resulted in savings or no further expense to the University.

Lodging - Private Homes

In Lieu of Hotel Lodging

Many University employees have friends and family all over the world with whom they prefer to stay while traveling on business. The University supports this choice.

Reimbursement

The University will reimburse for actual costs incurred.

Gift for Host/Hostess

Current IRS guidelines allow business gifts limited to a cost of \$25. A gift to the host or hostess would be an appropriate gesture, keeping the IRS regulation in mind.

Meals and Incidentals

Travel-Related Meals

The University will reimburse employees for travel-related meals based on the Per Diem Rate Tables provided in Publication 1542 “Per Diem Rates” of the Internal Revenue Service. The “High-Low” method will be used. This method specifies that the rate for meals and incidentals effective July 1, 2022 is \$52 per day except for specified cities and dates which permit a \$65 reimbursement. The \$65 per diem reimbursement rate is also used for travel outside the United States. The per diem rates include incidental expenditures such as snacks, beverages, and tips to wait staff, maids and porters. A printable pdf version of Publication 1542 - Table 2 can be downloaded at <https://www.valpo.edu/travel/files/2016/04/2011-per-diem-tax-rates-pub-1542.pdf>.

For partial travel days, the reimbursement rate is itemized as follows:

	Low Cost	High Cost
Breakfast	\$ 9.00	\$13.00
Lunch	\$ 15.00	\$19.00
Dinner	\$ 28.00	\$33.00

Employees must not request a full day per diem if meals are provided at a conference or event (see Conference/Event-Related Meals below). Refer to the chart above to determine the appropriate reimbursement rate.

Employees using Valparaiso University Procurement Cards for travel may not use the card for meals, unless the meal is included in a registration fee (see Conference/Event-Related Meals below). Meals are reimbursed based on per diem rates only. Charges for hotel room service on Procurement Cards are also prohibited. See the Procurement Card Policy.

Reimbursements are subject to budget restrictions placed on the trip by the budget officers or supervisors.

Conference/Event-Related Meals

Frequently, meals are included in conference or event registration fees. Meals included in a registration fee are not subject to the terms of the per diem reimbursement policy, but additional meals not provided during the conference or event will be subject to the per diem policy. For example, if a registration fee includes lunch and dinner, the breakfast per diem may be included on the travel reimbursement request. Per diem reimbursement requests must not be submitted if meals are included in the registration fee.

The entire registration fee may be paid using a University procurement card even though the fee includes meals. See the Procurement Card Policy for additional information.

One-Day Travel

Due to IRS reporting requirements, meals for one-day trips will not be reimbursed. However, if the one-day trip exceeds a 10-hour workday, the “Dinner” portion of the per diem rate will be reimbursed. Breakfast and lunch will not be reimbursed under any circumstances. In the event the workday exceeds 10 hours, the time of departure and time of return must be noted on the Travel Expense Report.

Business Guest

Reimbursements for a meal provided to a business guest during the travel period may be included on the Travel Expense Report if the purpose of the meal is to discuss University business. The name of the guest and business purpose must be provided on the Travel Expense Report. The reimbursement is based on actual expenditures, so a detailed receipt must be provided. The purchase of alcoholic beverages/spirits is permitted when hosting a business guest when the expenditure is approved by the appropriate supervisor.

For non travel-related meal reimbursements, see "Non-Travel-Related Meal Reimbursements" below.

Personal Guest

If the employee travels with a personal guest, the cost of the guest’s meals will be the responsibility of the employee.

Non Travel-Related Meal Reimbursements

Reimbursements for non-travel meals and other expenditures will be subject to the conditions set forth in the Valparaiso University Hospitality Policy. The Hospitality Policy establishes guidelines for meals provided at business meetings and events as well as those provided guests of the University such as guest speakers. The reimbursements are based on actual expenditures as detailed on original receipts. See the Hospitality Policy for additional information. Hospitality meal reimbursements must be submitted on a “Hospitality Expenditures Reimbursement Request” form, not a travel expense reimbursement form.

Other Reimbursable Expenses

Telephone

Long-distance business calls made by using a personal cellular phone or personal calling card will be reimbursed when properly documented. Telephone calls should be listed separately on the Travel Expense Report. **Long distance telephone calls charged to the hotel room are not reimbursable due to the typically excessive cost involved. See non-reimbursable expenses below.**

Internet Service

Hotel internet service fees will be reimbursed if the service is necessary to perform University business and free services are not available. Fees for internet services obtained on airplanes or in airports will only be reimbursed if the service was needed to perform University business prior to or during the flight period and no other option is available. Reimbursement is at the discretion of the appropriate supervisor.

Supplies/Postage

At times, an employee may need to purchase supplies or postage for University business while traveling. These costs may be submitted on a Travel Expense Report. Reimbursement is at the discretion of the appropriate supervisor.

Baggage and Excess Baggage Fees

Charges for baggage and excess baggage will be reimbursed if the baggage is required for conducting business of the University. Documentation of the additional fees is required.

Inoculations

Charges for inoculations will be reimbursed if required for University-related travel.

Other

Other expenses not previously listed will be reimbursed at the discretion of the appropriate supervisor.

Non-Reimbursable Expenses**Child Care Expenses**

Expenses incurred for childcare are not usually reimbursable, except under special circumstances approved by the appropriate supervisor.

Personal Entertainment

The University will not reimburse expenses for personal entertainment such as in-room movies, video rentals, health club fees, and personal grooming costs.

Pet Care Fees

Expenses incurred for pet care are not reimbursable.

Alcoholic Beverages

Alcohol is not a reimbursable travel expense unless it is included in the registration fee of a conference or other event or is served when hosting a University guest.

Personal Guest Travel

Travel costs of personal guests will be the responsibility of the employee.

Travel Reimbursements by Outside Party

The University will not reimburse travel costs reimbursed by an outside organization.

Travel Accident Insurance

Supplemental travel insurance coverage will be the responsibility of the employee.

Theft and Damages

Theft, loss of funds, damage, or loss of personal luggage should be submitted to the traveler's personal insurance company. A police report must be filed at the time of loss. All losses must be reported immediately to the Vice President for Finance and Administration.

Tips and Gratuities

Tips and gratuities are included in the daily per diem rate for meals and incidentals. No additional reimbursement will be made for tips given to wait staff, maids, and porters/bell hops. Tips for taxi drivers are not included in the per diem rate. The tip for taxi drivers may be included in the reimbursement request.

Telephone

Long distance telephone calls charged to the hotel room are not reimbursable due to the typically excessive cost involved.

Student Travel Policies

Valparaiso University recognizes that travel to off-campus events and activities are a beneficial part of the student collegiate experience; therefore, the University encourages and permits such travel, and recommends the use of commercial transportation. The University seeks to provide the safest opportunities and methods of transportation

and to mitigate any risks that might be associated with student travel. To that end, the following policies and procedures have been established. These policies, including those outlined in the *Student Guide to University Life*, are considered the **minimum** requirements for student travel. Sponsors of trips (i.e. academic units, the Chapel, athletics and/or student organizations) may require additional standards to address the unique requirements associated with a particular type of trip.

Prerequisite Approval and Required use of Forms

Form: Student Trip Application

Student trips for which the University provides transportation must be approved by the appropriate administrative office (see below) using the Student Trip Application form.

This form may be used for either blanket (semester) or one-time trip authorization. It must be completed in its entirety and submitted to one of the following administrative offices *at least* three weeks prior to departure. Once approved, the *Student Trip Application* form will be returned to the faculty/staff advisor to be filed with the *Release of All Claims* form. Together, these forms will be filed in the department's main office so that others have access in the advisor's absence. Travel emergency procedures and contact information will be returned along with the approved *Student Trip Application*. Questions regarding the University's student travel policies may also be directed to these administrative offices.

- Office of the Provost - for Academic/Chapel travel. Travel that is sponsored by academic units or the Chapel and for which the University provides transportation requires the approval of the Provost. These trips include course-related field trips, field study courses, music, theatre, or Chapel groups, service learning trips, attendance at conferences, workshops, and competitions, and group field research.
- Office of the Union Director - for Co-curricular and Student Organization travel. Student travel that is sponsored by student organizations requires the approval of the Union Director. Such travel must also adhere to current policies and procedures for student organizations.
- Office of the Director of Athletics - for Athletics travel. Athletic travel, including club sports travel, requires the approval of the Director of Athletics. Athletic travel must also adhere to the policies of the Department of Athletics.

Form: Student Self-Transportation Agreement (<https://www.valpo.edu/travel/forms/>)

In the event a student travels in any personally owned vehicle or via public transportation for University-sponsored travel off campus, the student must complete a *Student Self-Transportation Agreement* and submit it to the department chair or trip sponsor prior to the event. This form is to be kept on file for two years and 3 months following the last day of travel. The *Student Self-Transportation Agreement* may be used for one-time trips or for frequent trips throughout a given semester. This policy applies to events for which the student chooses not to use the University-provided transportation as well as events for which the University does not provide transportation. In the event a student is involved in an accident in his/her personal vehicle while traveling to/from a University-sponsored event, the student is responsible for loss or damage to the vehicle and any bodily injury or property damage to others they may cause, and is expected to maintain appropriate insurance covering damage, liability, and medical costs. Note that sponsoring department/organization policies may be more restrictive in nature and may not allow student self-transportation.

Form: Release of All Claims (<https://www.valpo.edu/travel/forms/>)

Students who participate in University-sponsored travel events, including those for which the University provides transportation and those for which students transport themselves, must sign the *Release of All Claims* form. This form must be kept on file along with the approved *Student Trip Application* or the signed *Student Self-Transportation Agreements* in the department/chair (main) office for two years and 3 months following the last day of travel.

Commercial Transportation

The use of commercial transportation is recommended for the purposes of student travel. Chartered buses, vans, and car services are examples of acceptable commercial transportation. It is imperative that a certificate of insurance be obtained from the commercial operator **before** students are transported. When a reservation for

commercial transportation is made, confirm whether the University has a certificate of insurance on file; if not, request a certificate of insurance to be faxed to the University's Finance Office at 219.464.6000. Information regarding companies who currently have certificates of insurance on file can be accessed directly on the University's Office of Procurement website.

All University purchasing policies apply when procuring commercial transportation.

Faculty/Staff Transportation

All faculty and staff who provide student transportation must be authorized by the University to do so. All faculty and staff who anticipate that they may be involved with student travel are encouraged to become authorized drivers at the beginning of the semester, or soon after hire.

Refer to the University's Travel website (<https://www.valpo.edu/travel/>) under Student Travel for the link to submit a request to become an authorized driver (Certified Driver for Campus Request Form). This form is to be completed by the person requesting to become a certified driver for campus. You must answer all questions on this form and upload a copy of your driver's license. Upon submitting this form, you will have two additional tasks that must be completed before you can become a certified driver for campus.

1. Complete and pass a Motor Vehicle Record check.
2. Complete and pass our online driver safety training.

You cannot drive on behalf of the University until you have completed and passed the MVR check, driver safety training, and you have been added to the approved driver list.

Faculty/Staff driving authorizations are valid for the duration of employment with Valparaiso University unless a violation occurs. Licensure violations must be self-reported to VUPD within three days of the violation. Driving authorizations are subject to revocation, and failure to self-report violations will result in disciplinary action. The University reserves the right to require interim license and driving record checks.

Faculty/Staff who transport students are encouraged to use rental vehicles rather than a personal vehicle. See the Transportation - Automobile section of the University's travel policy for vehicle rental policies and procedures.

Student Driver Policies

Valparaiso University permits student drivers for University-related travel and student trips only after proper reporting or with required authorization as indicated below. These policies are considered the minimum requirements for student travel. Sponsors of trips (i.e. academic units, the Chapel, student organizations, and/or athletics) may require that student drivers meet additional standards to address the unique requirements associated with a particular type of trip.

University authorization is *not* required for student drivers for the following routine or recurring activities for which Valparaiso University does not ordinarily provide transportation: student teaching, nursing clinicals, practicums, internships and co-ops, off-site instruction, and certain field research and service learning experiences. Students are, however, required to complete a *Student Self-Transportation Agreement*.

Authorization *is* required for student drivers for all University-provided travel and student trips. To become an authorized driver, students should initiate the following application process at least three weeks prior to the trip.

Refer to the University's Travel website (<https://www.valpo.edu/travel/>) under Student Travel for the link to submit a request to become an authorized driver (Certified Driver for Campus Request Form). This form is to be completed by the person requesting to become a certified driver for campus. You must answer all questions on this form and upload a copy of your driver's license. Upon submitting this form, you will have two additional tasks that must be completed before you can become a certified driver for campus.

1. Complete and pass a Motor Vehicle Record check.
2. Complete and pass our online driver safety training.

You cannot drive on behalf of the University until you have completed and passed the MVR check, driver safety training, and you have been added to the approved driver list.

Please note: Students are not permitted to drive 15 passenger vans.

Student driving authorizations are valid for the duration of enrollment at Valparaiso University unless a violation occurs. Licensure violations must be self-reported to VUPD within three days of the violation. Driving authorizations are subject to revocation, and failure to self-report violations will result in disciplinary action. The University reserves the right to require interim license and driving record checks.

In addition, the following policies apply:

- Under no circumstance will the student operate/use a cell phone, including text messaging, while driving a vehicle.
- In the event that a student must operate a rental vehicle, the student will be covered by University insurance as long as the student follows the authorized itinerary. **If the student on his/her own accord chooses to deviate from the directed itinerary and an accident occurs, the insurance coverage is no longer in effect. Personal side trips are not permitted.**
- In the event of an accident, regardless of the amount of damage or injury, the employee must contact local law enforcement authorities, and an accident report must be obtained. The student must immediately notify the University's insurance provider, Travelers, at their 24-hour claim reporting service by calling 1.800.832.7839, and reference Policy #TJ-CAP-7440L22-2, and advise the Vice President for Finance and Administration of the University at 219.464.5215 as soon as possible.
- Rental vehicles must be returned refueled to avoid excessive vendor refueling charges. Reimbursement will be limited to the US Retail Gasoline Price Average available at the following link if the vehicle is refueled at the rental agency: <https://www.eia.gov/petroleum/gasdiesel/>.
- Under no circumstance will the student be reimbursed for fines for moving or parking violations.
- Under no circumstance will the student operate a rental or University vehicle under the influence of alcohol or other controlled substance.
- The use of 15-passenger vans, with a wheelbase over 140" and total vehicle length over 225", is not permitted.

**To be signed by attendees prior to leaving:
Valparaiso University Release of All Claims**

Activity Name: _____ Activity Date: _____
Organization: _____

I desire to participate in the above Activity, which may or may not be part of my academic curriculum, and I fully understand the dangers, hazards, and risks inherent in the Activity, in the transportation to and from the Activity, and in any independent activities I undertake as an adjunct to the Activity.

I hereby release The Lutheran University Association, Inc. (d/b/a Valparaiso University), its directors, agents, and employees (hereafter called Valparaiso University) from all actions, damages, claims or demands which I, my heirs, executors, and administrators, or assigns may have against Valparaiso University, its successors, or assigns for all personal injuries, known or unknown, and injuries to property, real or personal, caused by, related to, or arising out of the above described event.

I understand and agree that Valparaiso University will not have medical personnel available during the Activity. I understand and agree that Valparaiso University is granted permission to authorize emergency medical treatment, if necessary, and that such action by Valparaiso University shall be subject to the terms of this agreement. I understand and agree that Valparaiso University assumes no responsibility for any injury or damage that might arise out of or in connection with such authorized emergency medical treatment.

I agree that my signature denotes my affirmation that I will abide by all state, local, and federal laws as well as the standards of conduct required by the Valparaiso University *Student Guide to University Life*, including prohibitions against possession or use of alcohol and drugs, and I understand that violations thereof may result in disciplinary action. I further acknowledge that Valparaiso University specifically prohibits my use of a 15-passenger van for the transportation of myself and/or other students to and/or from this event and agree not to ride in or transport others in such a vehicle.

THIS IS A RELEASE OF LEGAL RIGHTS. READ AND BE CERTAIN YOU UNDERSTAND IT BEFORE SIGNING.

I, the undersigned, have read this release and understand all of its terms. I execute it voluntarily and with full knowledge of its significance. (Under 18 requires parental/guardian signature.)

Print Name	Signature	Phone	Date
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Notes to trip sponsor/organizer: This form, or a copy thereof, must be kept on file; DO NOT take it with you on your trip. The form must be kept on file for at least 2 years and 3 months following the trip's last travel day.



VALPARAISO
UNIVERSITY

Student Self-Transportation Agreement

To: Valparaiso University

I acknowledge that I will be solely responsible for my own transportation for the event listed below either because the University is not providing transportation or because it is, and I have chosen not to use it. I will provide my transportation in a safe and responsible manner. I will assume all responsibility and risks related to or in any way connected with this trip and related activities, including the transportation of any other passenger(s) to and from the activity. I agree to indemnify and hold harmless Valparaiso University, its directors, agents or employees from any claims, lawsuits and related expenses arising out of the use of such transportation.

I will comply with all the standards of conduct required by the Valparaiso University *Student Guide to University Life*, including the prohibition against possession or use of alcohol and drugs, and I understand that violations thereof may result in disciplinary action.

I acknowledge that the University specifically prohibits the use of student driven 15-passenger vans for the transportation of students to or from this event and agree not to ride in or transport others in such a vehicle.

Check one: Semester authorization _____ **OR** One-time trip _____

Event: _____

Destination: _____

Travel Dates: _____

Event Sponsor: _____

Course Number/Name (if applicable): _____

By signing this form, you indicate that you understand and adhere to the current Valparaiso University Travel Policy as shown at <http://www.intra.valpo.edu/depts/prov/prov/policy/travel.html>

Printed Student Name

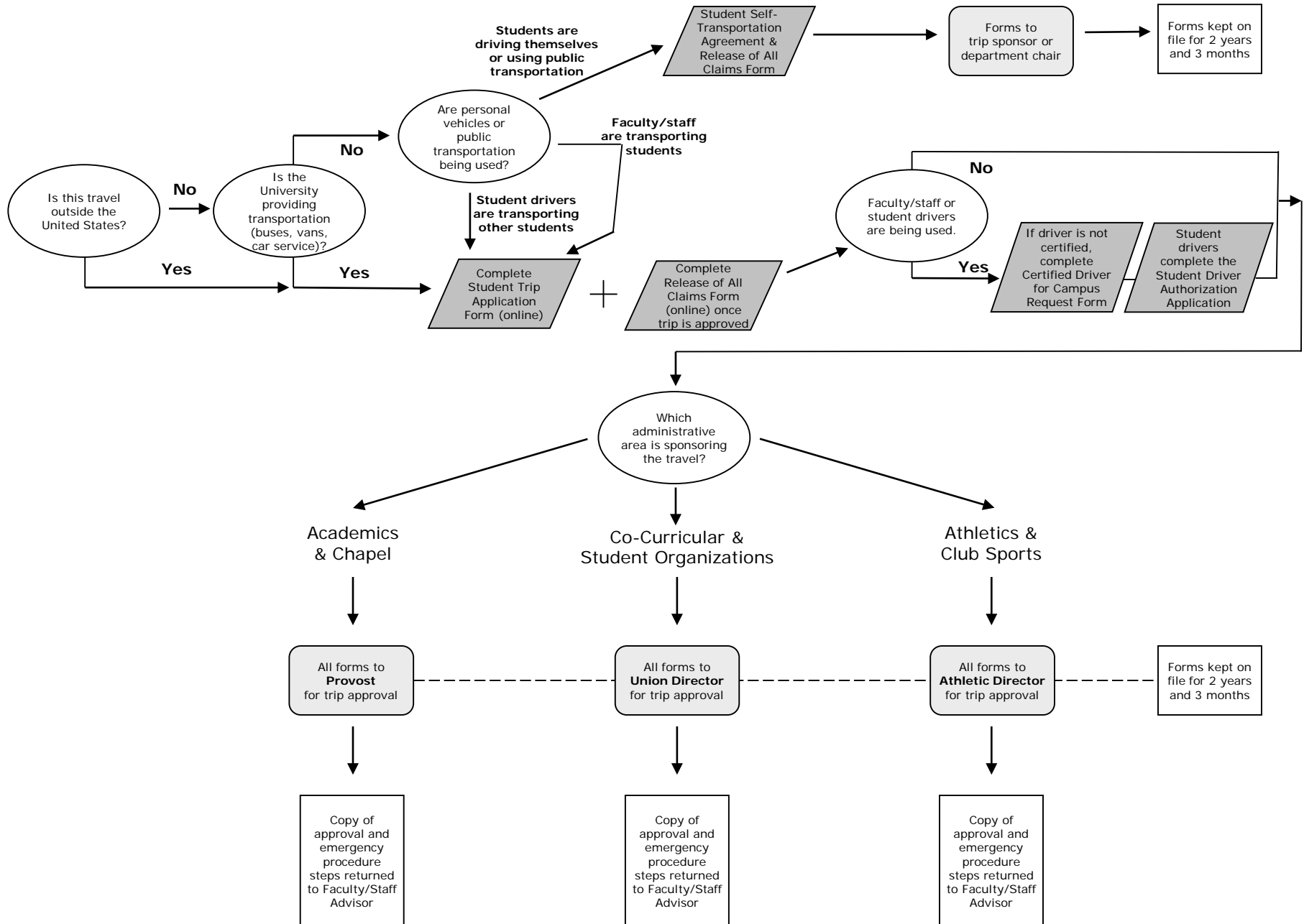
Student Signature

Signature of Parent or Guardian (if participant is under 18)

Date

Return completed agreement to the department chair or sponsor of the event. This form must be kept on file in the office of the department chair for a period of 2 years and 3 months following the event.

Valparaíso University Student Travel Procedures



APPENDIX H
DRUG AND ALCOHOL POLICY

APPENDIX H

VALPARAISO UNIVERSITY DRUG AND ALCOHOL POLICY

PURPOSE AND SCOPE

While not directed at the social and private lives of the employees, this policy is directed at the use or abuse of controlled substances and/or alcohol which affects the safety of the employee on the job, the safety of others and/or interferes with job performance.

Valparaiso University (“VU”) is committed to providing a safe and productive work environment for its employees. To accomplish this objective, appropriate policies are implemented from time to time which are consistent with the spirit and intent of this commitment. With this in mind, VU has developed this policy, the purpose being to establish and maintain a work environment that is free from the effects of the use of controlled substances (as defined in the policy) and alcohol abuse.

This policy applies to all employees whether faculty, hourly or salaried staff.

STATEMENT ON CONTROLLED SUBSTANCES

For the purposes of this policy, a controlled substance is defined in the Controlled Substance Act (21 U.S.C. 812) and the code of Federal Regulations (21 C.F.R. 1308.11-1308.15). This definition includes prescription controlled substances which have not been prescribed for the employee by a licensed physician or dentist for specific purposes and also includes the general illegal use of legal drugs.

The Drug-Free Workplace Policy prohibits the illegal use, sale, transfer, dispensing, distribution, possession, unlawful manufacture, or being under the influence, of controlled substances while on the job or on VU premises (including vehicles used for business). These include, but are not limited to, marijuana, cocaine, crack, PCP, heroin, LSD, amphetamines, hallucinogens and barbiturates. Any such controlled substance found on VU premises will be turned over to VU management and may result in criminal prosecution.

VU STATEMENT ON ALCOHOL

Except for limited circumstances approved by the President, the possession and/or use of alcohol on the job or on VU premises is prohibited. Being under the influence of alcohol on the job or on VU's premises is also prohibited. The use of alcohol in any vehicle while on VU business is strictly prohibited.

Alcohol possession applies to all open or unsealed containers which contain alcoholic beverages. Such containers are not allowed on the job or on VU's premises. Violators are subject to disciplinary action up to and including termination.

TESTING FOR CONTROLLED SUBSTANCES

Tests for controlled substances may be required for applicants or employees in the following circumstances, when applicable:

- a. Testing will be permitted when there is reasonable belief that an employee's job performance is impaired or that the safety of the employee or that of others is affected. Off-the-job activity shall not be regulated unless it can be shown to impair job performance or affects the safety of the employee or others when the employee is on the job.
- b. During and after participation in a drug rehabilitation program for a reasonable period of time.
- c. After a work-related accident.
- d. After an accident which results in \$1,000 or more in property damage or in injuries to any person. Testing may also be required for accidents resulting in damage or in injuries to any person of less than \$1,000 depending on circumstances established at the accident site. This testing applies when the accident occurs during work hours or in a VU vehicle.
- e. When required by law.
- f. VU pre-employment screening may include drug testing. The method of testing will be determined by VU. Applicants who test positive for controlled substance(s) in their systems will not be offered employment.
- g. Return from a lay-off or leave of absence lasting more than four (4) months. (This is not intended to apply to a return from a sabbatical.)

VU shall only use laboratories which have proper policies and procedures providing for safe specimen handling and verification of test results.

If VU determines that a controlled substance test should be given, the employee must fully cooperate and take the test. Any employee who refuses to do so is subject to disciplinary action up to and including immediate termination. (See Section VU's Response To Violations Of This Policy).

ALCOHOL TESTING

VU reserves the right to test for alcohol when the test is job related and a business necessity, including but not limited to the following:

- a. Testing will be permitted when there is reasonable belief that an employee's job performance is impaired or that the safety of the employee or that of others is affected. Off-the-job activity shall not be regulated unless it can be shown to impair job performance or affects the safety of the employee or others when the employee is on the job.
- b. After a work-related accident.
- c. After an accident which results in \$1,000 or more in property damage or in injuries to any person. Testing may also be required for accidents resulting in damage or in injuries to any person of less than \$1,000 depending on circumstances established at the accident site. This testing applies when the accident occurs during work hours or in a VU vehicle.

The laboratory selected for the testing shall have proper procedures providing for safe specimen handling and verification of test results.

If VU determines that an alcohol test should be given, the employee must fully cooperate and take the test. Any employee who refuses to do so is subject to disciplinary action up to and including immediate termination. (See Section VU's Response To Violations Of This Policy).

IMPAIRMENT RELATED TO DRUG OR ALCOHOL USE

VU employees who are impaired will not be allowed to continue working or remain in the workplace. Impaired is defined as a condition which:

- affects the employee's ability to perform his or her job;
- endangers the safety of the employee or others;
- may cause equipment or property damage; or
- may otherwise expose VU to potential liability.

Such impairment, when caused by alcohol, drug or controlled substance abuse, is a violation of this policy. (See Section VU's Response To Violations Of This Policy).

VU'S RESPONSE TO VIOLATION OF THIS POLICY

Any employee who, in violation of this policy, uses, dispenses, sells, manufactures, participates in the distribution of, possesses or is found to be under the influence of controlled substances on VU property or while on VU business, or who uses, possesses or is found to be under the influence of alcohol on VU property (including but not limited to the provisions relating to drug testing) or who otherwise violates the provisions of this policy, is subject to disciplinary action up to and including termination of employment.

VU reserves the right to make a search of its premises and other VU-owned property if a violation of this policy is suspected. VU also reserves the right to search the property of employees on VU's premises when there is a reasonable belief that there has been an abuse of a controlled substance or alcohol or a violation of this policy.

As a condition of employment, all employees are required to abide by this policy. Any employee who is convicted of a federal or non-federal drug statute violation arising out of conduct occurring in the workplace is required to notify VU no later than five (5) days after conviction.

APPENDIX I
VALPARAISO UNIVERSITY HOSPITALITY POLICY

Valparaiso University Hospitality Policy

Policy Statement

Hospitality expenditures include the provision of food, beverages, activities, or events for the purpose of promoting and furthering the mission of Valparaiso University.

Hospitality expenditures are allowable when reasonable in amount and clearly required to advance the mission of the University.

Reason for Policy

There are occasions when business hospitality expenditures benefit the University's mission. However, because of the subjective nature of these types of expenses, there is potential for misinterpretation. Judicious consideration should be given in making prudent and principled decisions regarding hospitality expenditures in order to be responsible to students, donors and with other stakeholders and to comply with applicable standards and regulations.

The purpose of this policy is to establish guidelines for allowable hospitality expenditures. Individual departments or colleges may specify more restrictive policies for their respective units.

Applicability

This policy applies to all Valparaiso University faculty, staff, and student organizations and all operating, restricted, grant and endowment funds.

Procedures

1. Employees may be reimbursed for approved hospitality meals and refreshments by completing a Hospitality Expense Form or a Travel Expense Report if the hospitality occurred during University travel.
2. Employees may use a Valparaiso University Procurement Card for hospitality expenditures.
3. A purchase requisition is required for group activities and events held at restaurants, hotels, etc.
4. A purchase requisition is required for catered activities when using an outside vendor.
5. Catered activities using VU Dining Services must be approved in advance by the appropriate budget officer.
6. To comply with Internal Revenue Service requirements governing business meals and the University's accountable plan, the following must be provided with all expense forms, purchase requisitions and monthly procurement (credit) card logs:
 - a. The business purpose of the event
 - b. The location of the event
 - c. The individuals in attendance (generalities may be used for large events)
 - d. The date of the event
 - e. Itemized receipt

Approvals

Prior Approval:

As with any University purchase, all hospitality expenditures require budget officer or designee approval. In general, approval should be in advance and in accordance with department protocol.

Role of the Department Director/Dean (Budget Officer/Designee Approval):

The role of these individuals is to determine:

1. Whether the hospitality is appropriate
2. If the hospitality will benefit the University, the department, school, or unit, and
3. Whether it is consistent with sound management practices

The budget officer or designee responsible for the account being charged is responsible and accountable for determining the business purpose.

Valparaiso University Hospitality Policy

Role of Departmental Accounting Staff and Finance Office (Fiscal Approval):

In addition to facilitating the processing of the documents, those exercising fiscal approval signify the following:

1. Hospitality was authorized and approved following proper procedures.
2. Expenses are allowable, reasonable and allocated to the account by an individual with knowledge of the expense and the account funding the expense.
3. Appropriate documentation is attached to substantiate the purchase and appropriate signatures are obtained.
4. Funds are available in the designated account.
5. Appropriate budget account object codes are used.

Qualified Expenditures

Business Hospitality includes:

1. Meals and refreshments at Business Meetings

- Meals: allowed when a group of employees are required to give up personal time to attend the meeting and there is a bona fide business purpose for the meeting or event. The meeting must be held on campus, unless confidentiality requires the meeting to be held off campus.
- Meals (as opposed to refreshments) are only appropriate when:
 - A business meeting causes the participants to work through a period in which they would normally be expected to have a meal,
 - The meeting couldn't reasonably be scheduled at another time
- Business Meetings include:
 - Sponsored seminars, retreats, workshops, orientations
 - Sponsored meetings of advisory groups, outside reviewers, or committees
- Meals may not be provided for regularly scheduled department meetings

2. Employee appreciation events

- Meals provided for employee appreciation events are permitted, not to exceed two events per year. Holding the event on campus is encouraged, but not required.

3. Meals with Prospective Employees, Visitors, Students, Guests, or Donors

- Meals related to the individual recruitment of faculty or staff.
 - Meal expenses should be limited to those for the prospective employee and persons essential to the decision-making or recruiting process. The number of attendees at the event should be determined in advance by the area Vice President.
 - When the spouse/partner (or other close family member) of the prospect is present, those meal expenses as well as the expenses of the spouses/partners of the essential persons will also be considered allowable.

Valparaiso University Hospitality Policy

- Meals for academic visitors, students and guests.
 - There should be no more than a three-to-one ratio of university personnel to guest unless a variance from this ratio is approved in advance by the area Vice President. Documentation of the approval must be included with the Reimbursement Request or Procurement Card Log.
 - Such visitors generally deliver a seminar, lecture or performance for the benefit of the University.
- Meals related to cultivation of previous and future donor prospects.
- Meals related to cultivation of employer relationships for career planning services.

4. Refreshments for University Receptions

Refreshments for University Receptions are restricted to the following events:

- Events must be mission-related
- Receptions include:
 - Honoring retirees (Refreshments only)
 - Honoring lecturers, special guests or other dignitaries
 - Award presentations to faculty, staff, students, and alumni for outstanding accomplishments
 - University gallery openings
 - School or department "open houses" for student orientations
 - Other events that advance the mission of the University, or advance the work of the department

The budget for the event is to be determined by the departmental dean or vice president. Current fund budget accounts and/or departmental restricted funds may be used.

The use of current fund budget or departmental restricted funds may not be used for retirement dinners or gifts. The cost of retirement dinners and gifts must be the responsibility of the attendees.

The use of University funds for personal celebratory events such as birthdays, bridal showers and baby showers is not permitted.

Alcoholic Beverages/Spirits

The purchase of alcoholic beverages/spirits is permitted for hospitality events and meals with guests when approved by the appropriate supervisor. However, use of current fund budget accounts ("10" accounts) for the purchase of alcoholic beverages/spirits is prohibited. If alcoholic beverages/spirits are served at a qualified hospitality event, a restricted account must be used to cover the cost of the beverages. Exceptions, if any, must be approved by the Vice President for Administration and Finance.

Forms

Valparaiso University Hospitality Expenditures Reimbursement Request Form
Valparaiso University Travel Expense Report
Valparaiso University Procurement (Credit) Card Summary Form
Valparaiso University Purchase Requisition
Valparaiso University Dining Services Requisition

Effective Date: April 1, 2010

Valparaiso University Hospitality Policy

Qualified Expenditure Chart

Type of Event	Allowable	Unallowable
Accreditation Events	X	
Advisory Board Meetings	X	
Annual/Semi-Annual Employee or Departmental Appreciation Event	X	
Commencement Receptions	X	
Department Meetings (Regularly Scheduled)		X
Departmental Retreats	X	
Faculty Retreat	X	
Guest Lecturers	X	
Holiday Receptions for Donors	X	
Holiday Receptions for Employees (Annual)	X	
Honored Faculty Reception	X	
Honors Convocation	X	
Host Official Guest	X	
Host University Donor(s)	X	
Job Fairs	X	
Meals with Co-workers		X
Meals during Administrative Meetings (Required to be scheduled during normal mealtime)	X	
New Employee Welcome Reception	X	
Open House and Outreach Events	X	
Personal Celebrations		X
President's Annual Welcome Back Events	X	
Retirement Receptions (Specify # of years)	X	
Self-Supported Conferences and Workshops	X	
Student Awards and Recognition Events	X	
Student orientation	X	
Training and Employee Development Programs	X	
University Faculty/Staff Recruitment	X	



Hospitality Expenditures Reimbursement Request

DATE: _____

Payee's Social Security # ** XXX-XX-

** Last four digits of Social Security number required for individuals only

or Valparaiso Univ. I.D. # _____

Payee: _____

Mail To: _____

(City) (State) (Zip Code)

Or Return To: _____ (For Delivery via Campus Mail)

Charge To Budget Account No. _____ When Needed: _____

Be specific

Event Details-Attach information if additional space is needed

Meeting or Event: _____

Date of Meeting or Event: _____

Business purpose: _____

Guest Attendees: _____

Employee Attendees: _____

Reimbursement Amount _____

Less Advance _____

Net Reimbursement _____

(Attach itemized receipts and other supporting documentation)

Payee (Print) _____ Person in Authority (Print) _____

Payee Signature _____ Person in Authority Signature _____

Person Requisitioning: _____

Vice President, Administration & Finance

Space Below This Line To Be Filled Out By Finance Office ONLY:

Budget Approved
Revised 1/1/2010

Audited By

APPENDIX J

**VALPARAISO UNIVERSITY
DISABILITIES IN THE WORKPLACE POLICY**

Appendix J

THE LUTHERAN UNIVERSITY ASSOCIATION, INC. d/b/a VALPARAISO UNIVERSITY

DISABILITIES IN THE WORKPLACE POLICY

1. Policy

It is the policy of Valparaiso University to comply with the Americans with Disabilities Act (ADA) as amended and other related and applicable federal and state laws. An individual must be qualified for the position and must be able to perform the essential functions of the job with or without reasonable accommodation. Before making a job offer, Valparaiso University may not ask job applicants about the existence, nature, or severity of a disability, but can ask about their ability to perform specific job functions.

Where an individual's functional limitation impedes job performance, ability to participate in the application process or ability to enjoy other benefits and privileges of employment, the employee may have a right to a reasonable accommodation to compensate for the impediment.

Valparaiso University will not select a qualified individual without a disability over an equally qualified individual with a disability merely because the individual with a disability may require a reasonable accommodation.

Supervisors must seek to ensure a work environment free from harassment because of a disability or perceived impairment. All incidents and suspected violations of Valparaiso University's Nondiscrimination, Harassment, and Sexual Assault Policy (which prohibits discrimination or harassment because of a disability) should be reported immediately to Human Resource Services.

2. Procedures

A. Job Notices and Hiring

Valparaiso University will not classify applicants or employees in a way that adversely affects employment opportunities or status on the basis of disability. Human Resource Services will seek to ensure a fair employment process in all terms and conditions of employment.

B. Accommodation Request Process

1. Contact Human Resource Services: Employees believing they might have a disability and need an accommodation to allow them to perform their job must meet with

Human Resource Services and engage in an interactive discussion. The discussion will focus on the employee's job duties and limitations claimed by the employee. The employee may be asked to submit a form to the employee's medical provider. Should that occur, the employee must return the filled out form to Human Resources Services as soon as possible.

2. Analysis: Human Resource Services will assess the situation and make a determination as soon as possible but no later than ten (10) business days of the meeting or return of the form from 1 above. In the interim, the employee may take any sick, vacation, or personal days off or take unpaid time off. The determination will include whether or not the employee is disabled and whether or not the University can provide the employee a reasonable accommodation to help the employee perform his/her job or whether or not an accommodation would be an undue hardship on the University. During the application process, Human Resource Services may engage in an informal process with the employee to clarify the employee's request and to help determine if an effective reasonable accommodation can be made without undue hardship. Human Resource Services always reserves the right to grant an alternative reasonable accommodation.
3. Reconsideration: If the employee disagrees with Human Resource Service's determination, the employee should meet with Human Resource Services again and provide any additional information establishing a disability or showing that the granted accommodation will be ineffective. This meeting must take place as soon as possible but no later than three (3) business days from the employee's notice of the determination. In the interim, the employee may take any sick, vacation, or personal days off or take unpaid time off.

C. Fitness Tests and Medical Examinations

Valparaiso University will not use qualification standards, employment tests, or other selection criteria that screen out or tend to screen out an individual with a disability. Only employees who meet the stated qualifications for the job and can perform the essential functions, with or without reasonable accommodation, will be qualified to receive confirmed offers of employment and begin working.

Any information obtained regarding the medical condition or history of the applicant will be collected and maintained on separate forms and in separate medical files and will be treated as a confidential medical record to the extent required by law, except that:

- Supervisors and managers may be informed regarding necessary restrictions on the work or duties of the employee and necessary accommodations;

- First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and
- Government officials investigating compliance with the ADA will be provided relevant information on request.

D. Posting notices

Pursuant to federal law, Valparaiso University posts the notice pertaining to the applicability of the ADA as prescribed by the Equal Employment Opportunity Commission or its authorized representative, or the Office of Federal Contract Compliance Programs.

3. Additional Information

Disability discrimination can include harassment, adverse employment actions, or other actions that create a hostile or intimidating work environment for those in the protected class. Valparaiso University is committed to being an equal opportunity employer and maintains separate nondiscrimination, harassment, and equality of opportunity employment policies. The grievance procedures listed in the language of these policies do not apply to employees whom were denied their requested accommodation pursuant to this policy and are encouraged to meet with Human Resource Services as set forth in 2. B. 3. above, entitled “Reconsideration.”

Valparaiso University will not retaliate against any individual who requested accommodation, opposed any unlawful act or practice, or made a charge, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing to enforce anti-discrimination laws.

A. Definitions

Disability is defined as a physical or mental impairment that substantially limits one or more major life activities, having a record of such an impairment, or being regarded as having such an impairment.

Reasonable accommodation is any change in the work environment or in the way things are usually done that result in equal employment opportunity for an individual with a disability. Upon formal written request, Valparaiso University will make a reasonable accommodation to the known limitations of a qualified applicant or employee with a disability, unless the University can show that the accommodation would cause an undue hardship on business operations.

Undue hardship is defined as an action that is excessively expensive, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the University.

APPENDIX K
FACULTY EVALUATION TIME LINE

Appendix K: Faculty Evaluation Time Line – from initial hire to post-tenure

Date	Event	Faculty Member's Year of Service							
		1	2	3	4	5	6	7	8+
Aug. 20	Dean/chair returns signed annual goals document to continuing faculty members with appropriate written comments; retains copy for file		X	X	X	X	X	X	X
Aug. 25	Dean/chair provides new faculty members with written evaluation criteria	X							
Aug. 31	New faculty member submits brief written annual goals to dean/chair	X							
Sept. 15	Dean/chair returns signed annual goals document to new faculty members with appropriate written comments; retains copy for file	X							
Sept. 1 – Dec. 1	Dean/chair arranges for 2 peer visits in at least 1 class (years 1-3); 1 peer visit in at least 1 class (years 4-5); visits must be completed by Dec. 1	X	X	X	X	X			
Sept. 1 – Dec. 15	Tenured faculty provide pre-tenure faculty members with written evaluation of peer class visits; copy to dean/chair for file	X	X	X	X	X			
Sept. 15 – Oct. 15	Tenured faculty members review tenure and promotion application and vote; chair forwards recommendation to T&P Committee or dean						X		
Dec. 15	Last date for dean to provide written notice of non-reappointment to 2 nd -year faculty members to end employment at the end of the second year		X						
Jan. 15	Dean/chair provides written review of Fall student course evaluations	X	X	X					
Jan. 15 – May 1	Dean/chair arranges for 2 peer visits in at least 1 class (years 1-3); 1 peer visit in at least 1 class (years 4-5); visits must be completed by May 1	X	X	X	X	X			
Jan. 15 – May 15	Tenured faculty provide pre-tenure faculty members with written evaluation of peer class visits; copy to dean/chair for file	X	X	X	X	X			
Feb. 15	Last date for dean to provide written notice of non-reappointment to 1 st -year faculty members to end employment at the end of the first year	X							
Jan. 15 – April 30	Tenured faculty in the college/department complete a 3 rd -year review of each pre-tenure faculty member (per process of each college)			X					
May 1 – May 30	Faculty member submits Faculty Activities Report, including annual goals, between May 1 and May 30 at the dean's/chair's discretion		X	X	X	X	X	X	X
May 15	Last date for dean to provide written notice of non-reappointment to pre-tenure faculty members to end employment at the end of the following year			X	X	X			
May 15 – June 30	Dean/chair organizes a review by the tenured faculty of the pre-tenure faculty member's work during the current year and writes a performance evaluation, including a written review of the Spring student course evaluations; dean/chair then meets with the faculty member to share the review and explain the link to this year's salary recommendation; both sign	X	X						
May 15 – June 30	Dean/chair organizes a review by the tenured faculty of the pre-tenure faculty member's work during the current year and writes a performance evaluation, including a written review of the Fall and Spring student course evaluations; dean/chair then meets with the faculty member to share the review and explain the link to this year's salary recommendation; both sign				X	X			
May 15 – June 30	Dean/chair prepares a performance evaluation of the faculty member's work in the prior academic year, including a written review of the Fall and Spring student course evaluations; dean/chair then meets with the faculty member to share the review and explain the link to this year's salary recommendation; both sign			X			X	X	X
June 1 – June 30	Chairs submit salary recommendations to the dean by June 30	X	X	X	X	X	X	X	X

Eval criteria & fac. review	Annual goals & feedback	Fac. Act. Reports	Annual evaluation
Non-reappointment	Student eval summaries	Salary recommendations	Peer class visits

Appendix K – Key Evaluation Procedural Items:

- **Provision of Written Evaluation Criteria**
 - dean/chair will provide each new faculty member with written evaluation criteria by August 25
- **Submission and Review of Annual Goals – New Faculty**
 - faculty member submits annual goals by Aug. 31 for the current academic year
 - dean/chair reviews, adds relevant comments, signs, and returns by Sept. 15 (retains a copy)
- **Submission and Review of Annual Goals – Continuing Faculty**
 - faculty member submits annual goals in May (with the FAR) for the coming academic year
 - dean/chair reviews, adds relevant comments, signs, and returns by Aug. 20 (retains a copy)
- **Peer Class Visits**
 - dean/chair arranges visits by at least 2 colleagues in at least 1 class each semester through Year 3
 - dean/chair arranges visits by at least 1 colleague in at least 1 class each semester in Years 4-5
 - Fall visits will be concluded by Dec. 1; written reviews to faculty member and dean/chair by Dec. 15
 - Spring visits will be concluded by May 1; written reviews to faculty member and dean/chair by May 15
- **Self-Evaluation (Faculty Activities Report for prior Academic Year)**
 - faculty member prepares for prior academic year, providing evidence of performance
 - submits between May 1 and May 30 at the dean's/chair's discretion
- **Evaluation by the Tenured Faculty**
 - dean/chair convenes the tenured faculty, and together they review the untenured member(s)
 - dean/chair prepares a written evaluation to share with each untenured faculty member
 - must be completed between May 15 and June 30, but in advance of meeting with reviewee
- **Annual Evaluation Meeting to review FAR, Tenured Review, and Salary Recommendation**
 - dean/chair meets with each faculty member between May 15 and June 30 at the dean's/chair's discretion
 - provides each faculty member with a written performance evaluation linked to salary recommendation
 - dean/chair and faculty member sign to verify meeting (not agreement with substance)
- **Student Course Evaluation Summaries**
 - Fall by Jan. 15 for all faculty members in their first three years of service at the University
 - Spring by June 30 for all faculty members in their first three years of service at the University
 - Fall and Spring by June 30 of all subsequent years, including after tenure
- **Chair's Submission of Salary Recommendation**
 - submitted to the dean between June 1 and June 30, at the dean's discretion
- **Non-Reappointment Notices**
 - by March 1 of Year 1, with employment ending in May of that year
 - by Dec. 1 of Year 2, with employment ending in May of that year
 - by Commencement of subsequent years, with employment ending one year later
- **3rd-Year Review**
 - conducted in each college and completed between Jan. 15 and April 30
- **Tenure Application, Decision, and Conferral**
 - application due in Fall of the 6th Year
 - decision rendered and communicated by late-February of the 6th Year
 - promotion to Associate Professor, if sought and awarded, conferred at the beginning of the 7th Year
 - tenure, if awarded, conferred at the beginning of the 8th Year
 - termination, if tenure not awarded, at the end of the 7th Year; no evaluation that year

APPENDIX L

PROHIBITIONS OF WEAPONS ON CAMPUS

APPENDIX L

The Lutheran University Association, Inc. d/b/a Valparaiso University

PROHIBITION OF WEAPONS ON CAMPUS

To the extent allowed by law and except as otherwise provided herein, weapons are prohibited on the campus of Valparaiso University or at any University sponsored event. This prohibition includes weapons that are stored in a person's locked or unlocked vehicle, whether they are kept in the trunk, glove compartment, or elsewhere. Nothing in this section shall be read to prohibit weapons on campus to the extent necessary to conduct University approved academic programs, activities, construction projects, or by University police or security officers while acting within the scope of their employment. For the purpose of this policy, "weapons" mean:

1. Any object or device which will, is designed to, or may be readily converted to expel a bullet, shot or shell by the action of an explosive or other propellant and has the propensity to pose a reasonable apprehension of fear to another when expelled;
2. Any handgun, pistol, revolver, rifle, shotgun or other firearm of any nature and ammunition for any firearm of any nature but nothing herein shall prohibit a student from properly storing a legally owned firearm or ammunition with the University police pursuant to other University policies and procedures;
3. Any BB gun, pellet gun, air/C'02 gun, stun gun or blow gun;
4. Any explosive, incendiary or poison gas bomb, mine, grenade, rocket or missile;
5. Any incendiary or explosive material, liquid, solid or mixture equipped with a fuse, wick or other detonating device;
6. Any tear gas bomb or smoke bomb; however, personal self-defense items containing mace or pepper spray shall not be deemed to be a weapon for the purposes of this policy;
7. Any knife, commonly referred to as a switch-blade, which has a blade that opens automatically by hand pressure applied to a button, spring or other device in the handle of the knife, or any knife having a blade that opens or falls or is ejected into position by the force of gravity or by an outward, downward or centrifugal thrust or movement;
8. Any straight-blade knife of four inches or more such as a dagger, dirk, dangerous knife or stiletto; except that an ordinary pocket knife or culinary knife designed for the preparation or service of food or a supervisor approved cutting object used within the scope of an employee's employment shall not be construed to be a weapon for the purposes of this policy;
9. Any martial arts weapon such as nunchucks or throwing stars;
10. Any longbow, crossbow and arrows or other projectile that could cause serious harm to any person; or
11. Any other object designed to perform essentially the same function or reasonably appear to perform essentially the same function as any of the prohibited objects above.

APPENDIX M
SOCIAL MEDIA POLICY

Appendix M

Valparaiso University Social Media Policy

I. Introduction

At Valparaiso University (University), we understand the dynamic role that social media can play in the private and professional lives of members of the University community. Social media has changed, and continues to change, the way in which people interact with each other. Therefore, we believe that it can be effectively utilized to further the University's mission by providing channels of interaction and engagement between the University and students, parents, faculty, employees, alumni, fans, media, the surrounding community, potential students and donors, etc.

Social media are defined as media designed to be disseminated through social interaction, created using highly accessible and scalable publishing techniques. Social media includes, but is not limited to:

- Virtual worlds/social networking sites (e.g. Facebook, YouTube, blogs, wikis, audio/video file sharing, Twitter)
- Video and photo sharing websites (e.g. YouTube, Flickr)
- Blogging sites (including university blogs, personal blogs or blogs hosted by media publications, Twitter)
- Forums, discussion boards (Yahoo Groups, Google+, Google Groups), news article comments and online encyclopedias (e.g. Wikipedia)

The purpose of this policy is to encourage the use of social media by institutional users while making sure usage is in line with applicable state and federal laws and regulations, and to provide protection to the University's reputation and other members of its community. While this policy mostly focuses on the social media accounts that are University-owned and University-controlled, it will also provide a few general guidelines regarding personal use as well.

Because of the rapidly-changing world of social media, the University will be continuously monitoring this policy and its strategies in handling social media.

Nothing herein is designed to be so far reaching that it might foreclose any legal rights of an employee or student, including an employee's right to discuss conditions of employment.

II. Employee Use of the University's Social Media Accounts

This section outlines Valparaiso University's rules of engagement and expectations when you are using University owned and controlled social media on behalf of the University within the scope

of your employment. This section does not apply to an employee's use of their personal social media accounts.

1. USE COMMON SENSE!

2. Represent the University in a positive light. Keep in mind that a non-active or poorly managed social media account can and will reflect negatively on the University.

3. Administrators of University-owned and controlled social media accounts must observe all other University policies while utilizing social media.

4. Do not disseminate confidential information. This is especially important in relation to the federal HIPAA and FERPA laws and regulations.

5. Be mindful of copyright and intellectual property rights of others and the University.

6. If you are representing the University when posting on social media platforms, acknowledge this.

7. Have a plan. Departments should consider their messages, audiences, and goals as well as strategy for keeping information on social media sites up-to-date. Integrated Marketing and Communications can assist and advise you with your social media planning.

8. Protect the institutional voice. Posts on social media sites should protect the University's institutional voice by remaining professional in tone and in good taste.

9. Use good judgment with content. Valparaiso University will not tolerate content that is threatening, defamatory, illegal, obscene, infringing of intellectual property rights, invasive of privacy, profane, libelous, discriminatory, harassing, bullying, abusive, hateful or embarrassing to any person or entity, or otherwise injurious or objectionable. The University reserves the right to take down any content it deems intolerable. However, the University does not intend this paragraph to limit opposing ideas and viewpoints in the course of legitimate social media interactions.

10. Strive for accuracy and give credit where credit is due. When using the thoughts, ideas, quotes, pictures, videos, etc. of other parties, give them credit for their work. Provide a link when possible.

11. If using social media in the recruitment of potential student-athletes, do so in accordance with NCAA rules and regulations.

III. Personal Use of Social Media

This section applies to an employee or student's personal use of social media. Further, it outlines the potential impact of personal social media use to your employment or student relationship with Valparaiso University.

1. Think first, post second. The things that can get you in trouble in "real life" with the University can also get you in trouble in the realm of the internet and social media. Some examples include: sexually harassing a colleague, inappropriate interactions with students, derogatory statements, threatening or intimidating others, or defamation.
2. Generally, employees should manage their personal social media accounts on their own time. There may be *de minimis* personal use of social media while utilizing University resources but only to the extent such use does not hinder an employee's job productivity. However, it is acknowledged that faculty may choose to use their personal social media accounts in furtherance of their academic endeavors and employment with the University and this policy is not intended to hinder that option.
3. Computers, hardware, and information technology infrastructure are property owned and operated by the University. As a result, the law does not grant you an expectation of privacy in your usage of them.
4. You are prohibited from using the Valparaiso University name or image to endorse an opinion, product, cause, business, or political candidate or otherwise holding yourself out as a representative of the University when you are not. When expressing a personal opinion, acknowledge this, especially if your statement could be reasonably interpreted by the message receiver that you are speaking on behalf of the University. You can use the following statement to help dissociate your opinions from those of the University: "The views expressed herein are my personal opinions and are not necessarily those of Valparaiso University."
5. Only authorized institutional staff members may recruit potential student-athletes. The University may be held in violation of NCAA rules and regulations if you use your personal social media accounts to contact potential student-athletes in an attempt to recruit or entice them to attend Valparaiso University.

IV. Non-Compliance/Breach of Policy

Non-compliance with this policy by University employees will result in a review of the incident. Disciplinary action may involve a verbal or written warning, suspension or potentially termination of employment or privileges with Valparaiso University. This section is not a

substitute for any applicable University processes that implement employee or student disciplinary proceedings.

APPENDIX N
CHAPEL BREAK POLICY

**The Lutheran University Association, Inc.
d/b/a Valparaiso University**

Chapel Break Policy

This policy is intended to support one of our main objectives within our Strategic Plan which states, “Valparaiso University will enliven and enrich Lutheran worship and other faith-formation practices.”

As such, it is important that the campus be aware and observes Chapel Break, which is held **Monday through Friday, from 10:00 to 10:20 a.m.**, by agreeing to provide opportunities, to the extent possible, for all employees who wish to attend. This is intended to “encourage the development of a ‘chapel-observant’ culture at Valparaiso University which is “important to the institutional identity of the University and therefore worthy of respect”.

It is understood that due to the need for some University services to continue, administrators will have to consider how to manage and balance those operational needs with the desire of our campus community to attend Chapel Break.

Recommendations that will help support this position include, but are not limited to:

1. Refrain from scheduling meetings during Chapel Break, starting with the Fall 2013 semester.
2. Modify break times for employees, both hourly and salaried, to accommodate their desire to attend.
3. Utilize the ‘Flexible Working Schedule Policy’, located in employee handbooks, where appropriate and possible.

APPENDIX O

**VALPARAISO UNIVERSITY
FAMILY AND MEDICAL LEAVE POLICY**

Appendix O

VALPARAISO UNIVERSITY FAMILY AND MEDICAL LEAVE POLICY

1. An unpaid leave of absence of up to twelve (12) weeks in duration may be granted to *eligible* employees for certain family or medical reasons. All qualifying leave taken by an employee will be counted against the employee's annual family and medical leave entitlement. Employees are eligible for family and medical leave if they have completed at least one (1) year of service and have worked at least one thousand two hundred fifty (1,250) hours during the previous twelve (12) months. Family and medical leave will be granted for any of the following reasons:
 - For incapacity due to pregnancy, prenatal medical care or child birth;
 - To care for the employee's child after birth, or placement for adoption or foster care;
 - To care for the employee's spouse, child, or parent, who has a serious health condition; or
 - For a serious health condition that causes the employee to be unable to perform his/her job.
2. A serious health condition is an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school or other daily activities.
3. Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than three (3) consecutive calendar days combined with at least two (2) visits to a health care provider or one visit and a regimen of continuing treatment, or incapacity due to pregnancy, or incapacity due to a chronic condition. Other conditions may meet the definition of continuing treatment.
4. Leaves may begin before the birth of a child if a medical condition exists that makes the employee unable to perform the essential functions of the job, or prior to the placement of a child for adoption or foster care if circumstances require absence from work for the placement to proceed. An employee's entitlement to leave for the birth or placement of a child expires at the end of the twelve (12) month period beginning on the date of the birth or placement. Certification of the birth, adoption or placement will be required.
5. There are additional military family leave entitlements. Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the National Guard or Reserves in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

6. FMLA also includes a special leave entitlement that permits eligible employees to take up to twenty-six (26) weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed forces, including a member of the National Guard or reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list for a serious injury or illness. For this type of leave, the FMLA definition of covered employee is expanded to include the next of kin, or nearest blood relative, of a covered service member. It also covers spouse, children and relatives.
7. If a husband and a wife are both eligible for family and medical leave and are both employed by the University, the husband and wife are permitted to take only a combined total of twelve (12) weeks of leave during any twelve-month period if the leave is taken for the birth or placement of a child for adoption or foster care. However, if the husband is caring for his parent and the wife is caring for her parent, each spouse is eligible for a twelve-week leave. No leave is granted to care for a parent-in-law.
8. A leave may be taken on an intermittent or reduced schedule basis when *medically necessary*. Medical certification of the need to take leave on an intermittent or reduced schedule basis must be provided. If the need for such leave is foreseeable, the employee must attempt to schedule the leave so as not to disrupt Valparaíso University's operations. Employees taking intermittent or reduced schedule leave may be temporarily transferred to an alternate position that better accommodates the intermittent or reduced scheduled leave.
9. The employee must provide thirty (30) days notice if the need for the leave is foreseeable. Failure to provide thirty (30) days notice for a foreseeable leave may cause the leave to be denied until thirty (30) days after the employee first gave the required notice of the foreseeable leave. If the need for the leave is not foreseeable, the employee must give notice to his/her supervisor as soon as practicable and generally must comply with the University's normal call-in procedures.
10. Employees must provide sufficient information for the University to determine if the leave may qualify for FMLA protection and anticipated timing and duration of the leave. Sufficient information may include that the employee is unable to perform job functions, the family member is unable to perform daily activities, the need for hospitalization or continuing treatment by a health care provider, or circumstances supporting the need for military family leave. Employees also must inform the University if the requested leave is for a reason for which FMLA leave was previously taken or certified. Employees also may be required to provide a certification and periodic recertification supporting the need for leave.
11. The twelve (12) month period in which the twelve (12) weeks of family and medical leave entitlement occurs will consist of a rolling twelve (12) month period measured backward from the date the particular employee uses any FMLA leave.

12. All available accrued paid sick and personal qualifying leave time will be substituted for all or part of any otherwise unpaid family and medical leave. This qualifying paid leave will be counted as part of the employee's twelve (12) weeks of family and medical leave entitlement and shall run *concurrently*. If applicable, available sick time will be exhausted first. If sick time is not applicable or all available sick time has been exhausted, available personal time will be used. Employees can choose to use available vacation time during family and medical leave. If an employee chooses to use available vacation time, it will be used once sick and personal time have been exhausted. The use of paid leave by the employee under circumstances which do not qualify as family and medical leave will not be counted against the twelve (12) weeks of family and medical leave to which the employee is entitled.

In accordance with the University's unpaid leave and holiday pay policies, employees will not be paid for holiday pay while on FMLA leave.

13. During the family and medical leave, the employee's group health benefits will be continued at the same level as they existed prior to the leave. Employees will be required to pay their share, if any, of the premium payments in the following way:

- (1) If accrued paid sick, personal, vacation, or other qualifying leave is substituted for all or part of any otherwise unpaid family and medical leave, the employee's share of the premiums will be paid by payroll deduction.
- (2) If the employee has exhausted all available paid leave, payment must be made by the employee at the same time as the employee's share of the premium payments would be made if by payroll deduction.

Failure to make payment in a timely manner may cause a lapse in coverage/benefits. The University may recover from the employee any premium missed by the employee during family and medical leave if the University maintained health coverage by paying the employee's share after the premium payment was missed by the employee. The University may, in certain circumstances, also recover its share of premiums the University paid during a family and medical leave from an employee if the employee fails to return to work after the employee's family and medical leave entitlement has been exhausted.

14. During the leave, employees may be required to provide periodic reports on his/her status and intent to return to work following the leave. Requested information must be provided within fifteen (15) days of the request.
15. Fitness-for-duty certification must be provided prior to the employee's return to work following a family and medical leave due to the serious health condition of the employee. Failure to provide the requested fitness-for-duty certification may result in the denial of reinstatement until the employee submits the required certification.

16. Upon the employee's return from family and medical leave, the employee will be restored to his/her former position or an equivalent position with equivalent pay, benefits, and other employment terms, if the employee has provided the required fitness-for-duty certification. However, the University may deny job restoration to "key employees" (salaried eligible employees who are among the highest paid 10% of employees of the University who work within 75 miles of the facility where the employee taking leave works). Job restoration may be denied to key employees if:

- (1) The denial of job restoration is necessary to prevent substantial and grievous economic injury to the University's operations;
- (2) The key employee is notified that the University has determined that such economic injury would occur and that job restoration will likely be denied; and
- (3) Where the leave has begun, the key employee elects not to return to work after receiving such notice.

Key employees will continue to be entitled to maintenance of group health benefits after receipt of such notice and will not be required to repay the University's cost of health care premiums if job restoration is denied.

17. FMLA makes it unlawful for the University to:

- Interfere with, restrain, or deny the exercise of any right provided under FMLA;
- Discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

An aggrieved employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit.

FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or private agreement which provides greater family or medical leave rights.

If an employee has any questions concerning his or her rights or obligations concerning FMLA leave, the questions should be directed to the Office of Human Resource Services.

APPENDIX P

**POLICY ON CONSENSUAL RELATIONSHIPS INVOLVING
FACULTY AND STUDENTS**

THE LUTHERAN UNIVERSITY ASSOCIATION, INC.
d/b/a VALPARAISO UNIVERSITY

Policy on Consensual Relationships Involving Faculty and Students

I. Rationale

Valparaiso University's educational mission is promoted by professional relationships between faculty members and students. Relationships of an intimate or sexual nature compromise the integrity of a faculty-student relationship whenever the faculty member has a professional responsibility for the student because there is an inherent conflict of interest as well as potential for unethical professional judgment, exploitation, and actual or apparent favoritism.

II. Definitions

For purposes of this policy, the following definitions apply:

- A "consensual relationship" is a consensual relationship between a faculty member and student of a dating, intimate, and/or sexual nature.
- A "faculty member" is anyone qualifying as a faculty member as defined in this Handbook.
- "Professional responsibility" means, directly or indirectly, teaching, advising, supervising, mentoring, evaluating, doing research with, or coaching a student.

III. Policy

The University prohibits consensual relationships between a faculty member and any student when the faculty member has, or is reasonably likely to have in the future, a professional responsibility for the student.

The University strongly discourages such relationships even when a faculty member has no professional responsibility for a student. A faculty member considering or engaged in such a relationship should be sensitive to their potentially exploitative nature and the possibility that he or she may be unexpectedly given professional responsibility for the student due to evolving circumstances at the University.

A faculty member must disclose to his/her chair or superior immediately if he or she is given professional responsibility for a student with whom there is a current consensual relationship or there was a past consensual relationship. The chair or superior will confer with the appropriate Dean, Vice President, or the Provost and determine the appropriate course of action. Failure to disclose the consensual relationship will result in disciplinary action.

IV. Third-party Complaints

Any member of the University community who believes this policy has been violated may initiate a complaint with the Director of Human Resources. The Director, or his/her designee, will speak to the parties involved and, if applicable, initiate the University's Nondiscrimination, Harassment, and Sexual Assault Policy. Otherwise, substantiated complaints will be forwarded to the appropriate Dean, Vice President, or the Provost for action, subject to any applicable disciplinary processes or procedures as set forth in this Handbook.

APPENDIX Q
RESEARCH MISCONDUCT POLICY

Research Misconduct Policy

One of the most fundamental purposes of Valparaiso University is striving for truth and knowledge. Valparaiso University values the honesty and integrity of our research community. In accordance with these values, the University provides policies and procedures to review, investigate, and report allegations of misconduct among academic researchers. This Policy applies to faculty, staff, and students involved in funded or unfunded research activities associated with the University.

The following procedures under this Policy conform to the Public Health Service, Department of Health and Human Services, Final Rule 42 Code of Federal Regulations (CFR) Part 93.

Definitions

Research Misconduct: A behavior that fails to respect the intellectual contributions or property of others that intentionally impedes the progress of research, that risks corrupting the research record, or that compromises the integrity of research practices. Research misconduct does not include unintentional error or honest differences in interpretation or judgments of data.

Examples of research misconduct include, but are not limited to the following:

- Fabrication of data: making up data or results and recording or reporting them.
- Falsification of data: manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.
- Misrepresentation: reckless disregard for the truth by stating or presenting a material or significant falsehood; or omitting a fact so that what is stated or presented as a whole states or presents a material or significant falsehood.
- Plagiarism: representing of another's work as one's own; the appropriation of another person's ideas, processes, results, or words without giving appropriate credit. This includes self-plagiarism, which is the reuse of one's own work in multiple publications without proper citation of the original work.
- Misappropriating other's ideas: the unauthorized use of privileged information (such as violation of confidentiality in peer review), however obtained.
- Interference: intentionally and without authorization taking or sequestering or materially damaging any research-related property of another used or produced in the conduct of research.
- Material failure to comply with established requirements that relate to the conduct of research (e.g., for the protection of researchers, human subjects, animal subjects, or the public).
- Misappropriating research funds, including but not limited to the diversion of external funds to purposes not appropriately related to the funded research project.

Complainant: A person who makes an allegation of research misconduct.

Respondent: The person against whom an allegation of research misconduct is directed or the person whose actions are the subject of the inquiry or investigation. There can be more than one respondent in an inquiry or investigation.

Allegation: Any written or oral statement or other indication of possible research misconduct.

Good Faith Allegation: An allegation made with the honest belief that research misconduct may have occurred. An allegation is not in good faith if it is made with reckless disregard for or willful ignorance of facts that would disprove the allegation.

Inquiry: The initial fact-finding to determine whether an allegation or apparent instance of research misconduct warrants an investigation.

Investigation: The formal examination and evaluation of all relevant facts to determine if research misconduct has occurred, and, if so, to determine the responsible person and the seriousness of the misconduct.

Research Record: Any data, document, computer file, or any other written or non-written account or object that reasonably may be expected to provide evidence or information regarding the proposed, conducted, or reported research that constitutes the subject of an allegation of research misconduct. A research record includes, but is not limited to, grant or contract applications, whether funded or unfunded; grant or contract progress and other reports; laboratory notebooks; notes; correspondence; videos, photographs; X-ray film; slides; biological materials; computer files and printouts; manuscripts and publications; equipment use logs, laboratory procurement records; animal facility records; human and animal subject protocols; consent forms; medical charts; and patient research files.

Retaliation: Any action that adversely affects the employment or other institutional status of an individual that is taken by an institution or an employee because the individual has made a good faith allegation of research misconduct or of inadequate institutional response thereto or has cooperated in good faith with an investigation of such allegation.

Procedures for Handling Allegations of Research Misconduct

Overview

After possible research misconduct comes to the attention of the department chair or dean of the college, the review process for the case of alleged misconduct consists of two phases: inquiry and investigation. Procedures for each phase are described below. Also described are procedures for reporting to the funding agency (where applicable) and taking interim administrative action when serious circumstances call for immediate precautions. There are also provisions for appealing a determination of research misconduct.

The Filing of a Complaint and the Initiation of an Inquiry

Allegations of research misconduct shall be reported to the dean of the college where the alleged research misconduct occurred. He or she may counsel confidentially any individual who comes forward with an allegation of misconduct. If the dean of the college, in consultation with the department chair as appropriate, has determined that the concern does fall under the jurisdiction of this Policy, he or she will discuss the inquiry and investigation procedures with the individual who had questions about the integrity of a research project (the complainant). If the complainant chooses to make a formal allegation, a written complaint must be submitted to the dean specifying both the alleged misconduct and the evidence that supports the allegation.

It is strongly encouraged that allegations not be made anonymously, for this precludes the acquisition of further pertinent information from the complainant. The University will attempt to honor any requests by the complainant for anonymity; however, anonymity cannot be guaranteed if a formal investigation is initiated.

Initial Response to Possible Misconduct

If a formal complaint is filed, the dean of the college, within seven (7) days, determines if the alleged misconduct falls under the jurisdiction of the Policy on research misconduct and if there is sufficient cause to warrant an inquiry. If the answers to both questions are yes, an inquiry must begin as soon as possible. If the answer to either question is no, then the complainant shall be apprised of the negative decision.

If a formal complaint is not filed, the dean of the college, in consultation with the department chair as appropriate, where the alleged misconduct occurred may still initiate an inquiry. Once aware of potential research misconduct, by whatever means, the dean of the college is obligated to determine whether the evidence appears strong enough to merit conducting an inquiry.

Even if the subject of the allegations (the respondent) leaves the University before the case is resolved, the University will continue the examination of the allegations and reach a conclusion. If there is a finding of misconduct, the University will notify the institution with which the respondent is currently affiliated.

Inquiry

1. Purpose

In the inquiry, factual information is gathered and expeditiously reviewed to determine whether an investigation is to be conducted. An inquiry does not require a full review of the evidence related to the allegation, and is NOT a formal hearing, nor is it to conclude that misconduct has occurred. The inquiry is intended to separate allegations deserving of further and more detailed examination from frivolous, unjustified, or clearly mistaken allegations.

2. Process

To initiate an inquiry, the dean of the college shall notify the respondent, in writing, of the allegations and the process that will follow. Notification will be made in writing and copies will be securely maintained and held confidential. The final inquiry report will also be kept by the dean of the college for at least three (3) years. This file will not become a part of the respondent's employment or student record at the University unless a subsequent investigation results in a final determination of research misconduct. To the greatest extent possible, the inquiry proceedings will be kept confidential in order to protect the rights of all parties involved.

The dean of the college, with the assistance of the department chair as appropriate, must promptly take all reasonable steps to obtain custody of all the research records, instruments, and evidence (collectively, the "evidence"), or copies of the evidence if it is also currently being used by others, and keep such evidence in a secure place. Cases that depend specifically upon the observations or statements of the complainant cannot proceed without the involvement of that

individual in the inquiry; other cases that can rely on documentary evidence may permit the complainant to remain anonymous to the respondent.

The respondent is obligated to cooperate in providing the material necessary to conduct the inquiry and will be so informed by the dean of the college when the inquiry is initiated. Uncooperative behavior may result in immediate implementation of a formal investigation and appropriate institutional sanctions. The respondent must be given an opportunity to comment on the allegations during the inquiry and to respond to the inquiry findings, and his or her comments will be made part of the final inquiry record. No party in an inquiry may be accompanied by or represented by legal counsel, but any person interviewed by the dean may be accompanied by an adviser or observer of his or her choice.

The inquiry phase and the final report of the findings should be completed within sixty (60) days of the initiation of the inquiry or within a shorter time period if so specified by a funding agency. If the inquiry takes longer than sixty (60) days to complete, the final report must include documentation of the reasons for exceeding sixty (60) days.

The University will, to the greatest extent possible, protect the complainant against retaliation. Individuals engaging in acts of retaliation will be subject to grievance proceedings and/or disciplinary action.

3. Findings

The dean of the college shall render a decision on whether or not the allegations merit an investigation. The respondent must be notified whether the inquiry found that an investigation is warranted, and this notice must also include a copy or refer to this Research Misconduct Policy. The University may, but is not required to, notify the complainant if the inquiry found an investigation is warranted, and may include relevant portions of the inquiry report.

In the case of allegations found to warrant an investigation, the dean of the college will promptly initiate such an investigation. If an allegation is found to be unsupported but has been submitted in good faith, no further formal action, other than informing all parties involved in the inquiry, will be taken. The University must keep a record of the inquiry for at least seven (7) years after its termination, and provide such records to a funding agency, where applicable, if requested.

4. Reporting to the Funding Agency

An agency sponsoring a research project in which misconduct is alleged or suspected should be notified by the dean of the college in writing as soon as the decision is made to undertake an investigation, and no later than on the date the investigation begins. Agency guidelines for such situations should be followed. A funding agency may reserve the right to be involved in an investigation, or to conduct an independent investigation--prior to, during, or after the University investigation--if the allegations are against one of its awardees.

The University also will notify the funding agency at any stage of the inquiry or investigation if it is ascertained that any of the following conditions exist:

- An immediate health and/or environmental hazard is involved.
- There is an immediate need to protect federal funds or equipment.

- There is an immediate need to protect the interests of a person making the allegations or of the individual who is the subject of the allegations (and/or his/her co-investigators and associates, if any).
- It is probable that the alleged incident is going to be reported publicly.
- There is reasonable indication of criminal violation.

Investigation

1. Purpose

The investigation will commence as soon as the dean of the college decides that it is warranted based on the inquiry result. The investigation broadens the scope of the inquiry and is the formal examination and evaluation of all pertinent facts to determine whether misconduct has occurred. The investigation should look carefully at the substance of the charges and examine all relevant evidence.

2. Process

Upon completing an inquiry and finding that an investigation is warranted, the dean of the college will initiate the investigation within thirty (30) days. The dean of the college will also notify the funding agency, when applicable, within thirty (30) days of his or her decision to begin an investigation.

The procedures in conducting the investigation should be in compliance with any agency guidelines that must be followed if the research is supported by external funding. The investigation may consist of a combination of activities including, but not limited to:

- Review and copying of data, proposals, correspondence, and other pertinent documents at the University, at the granting agency, or elsewhere.
- Review of published materials and of manuscripts submitted or in preparation.
- Inspection of laboratory or other facilities and/or materials.
- Interviewing of parties with an involvement in or knowledge about the case, including both the complainant and the respondent. Complete summaries of these interviews should be prepared, provided to the interviewed party for comment or revision, and included as part of the documentary record of the investigation.

All involved University parties are obligated to cooperate with the proceedings in providing information relating to the case. All relevant documentary information must be provided to the respondent in a timely manner to facilitate the preparation of a response. The respondent shall be provided the opportunity during the investigation to address the charges and evidence in detail. The complainant also should have the opportunity to review the evidence to ensure completeness--to ensure, for example, that no key documents are missing. NOTE: No party in an investigation may be accompanied by or represented by legal counsel when appearing before the dean of the college.

To the greatest extent possible, the investigation proceedings will be kept confidential. However, it should be noted that confidentiality cannot be assured during an investigation, which is a much more formal, wide-ranging proceeding than an inquiry. In the course of an

investigation, additional information may emerge that justifies broadening the scope of the investigation beyond the initial allegations. The respondent should be informed when significant new directions of investigations are undertaken.

Significant developments during the investigation will be reported in writing by the dean of the college to the funding agency in accordance with agency guidelines. Documentation of the proceedings in order to substantiate the investigation findings must be prepared and will be made available to the funding agency, as required.

After conducting his or her review, the dean of the college will prepare a draft report of findings, provide a copy to the respondent and complainant for comment, and then incorporate the respondent's and complainant's comments (if any) in the final report. This report must:

- describe the procedure followed, the nature of the allegations and how and from whom information was obtained;
- detail the facts and the analysis which support the conclusion and consider the merits of any reasonable explanation by the respondent, including any comments made by the respondent and complainant;
- detail the findings and the basis for those findings, including whether the research misconduct was falsification, fabrication, or plagiarism, and if it was intentional, knowing, or in reckless disregard;
- identify the funding agency, if any, including;
- detail the recommendations for the resolution of the case, including correction of the research record if there is a finding of research misconduct or research error, and including sanctions recommended if there is a finding of misconduct (see below entitled "Resolution"); and
- include the actual text or an accurate summary of the views of any individual found to have engaged in misconduct, and identify whether any publications need correction or retraction.

The dean of the college then will submit the final report to the Provost and Vice President for Academic Affairs. The investigation is complete when the Provost and Vice President for Academic Affairs has reviewed the report, made a determination on the case, and recommended sanctions to be imposed. Written notification of the determination and/or sanctions shall be given to the complainant(s), the respondent(s), each respondent's department chair and college dean, and the funding agency, if any.

The full report will be sent to the respondent; if there is more than one respondent then each will receive all those parts of the report that are pertinent to his or her role in the case. If the identity of the complainant is known to the dean of the college, he or she should be provided with those portions of the final report that address his or her role and opinions in the investigation. A copy of this report and all documentation relevant to substantiating the investigation's findings will be kept in a secure and confidential file. If there is a final determination of misconduct, then the inquiry and investigation reports will become part of the respondent's employment or student file at the University.

An investigation must be completed within one hundred twenty (120) days of its initiation (including submission of the final report). However, the nature of some cases may render the deadline difficult to meet. If the dean of the college determines that the full process cannot be completed in one hundred twenty (120) days, then an interim report is to be completed prior to the deadline, which must detail the reason(s) for delay.

If the investigation cannot be completed by the deadline and the research under scrutiny was supported by the U.S. Public Health Service (PHS), then the college dean or Associate Director of Sponsored Research will submit to the Office of Scientific Integrity (OSI) a written request for an extension, including the interim report on its progress to date and an estimate of the date of completion of the report. Any request for extension must balance the need for a thorough and rigorous examination of the facts and the interests of the respondent and the funding agency in a timely resolution of the matter. If the request is granted, the University will file periodic progress reports as requested by the OSI. Non-PHS funding agencies may have other guidelines or regulations to be followed.

3. Findings

The dean's findings of an investigation are to be submitted to the Provost and should include one of the following:

- No misconduct or serious research error was committed.
- No misconduct was committed, but serious scientific or other research errors were committed.
- Research misconduct was committed.

The Provost will review the final report and findings and, within thirty (30) days, make a determination on the case. Section 5, below ("Resolution") details the follow-up action that must be taken after the determination is made. The decision of the President is the final University determination.

4. Appeal

If the determination is against the respondent, the respondent may, within thirty (30) days of the distribution of that determination, file a written appeal with the President. An appeal must be restricted to the body of evidence already presented, and the grounds for appeal must be limited to failure to follow appropriate procedures in the investigation, or sanctions not in keeping with the findings.

5. Resolution

No finding of Research Misconduct

All persons and agencies informed of the investigation must be notified promptly of the finding of no misconduct by the dean. If the unsubstantiated allegations of misconduct are found to have been maliciously motivated, appropriate grievance procedures or disciplinary action may be initiated against the complainant. If the allegations, however incorrect, are found to have been made in good faith, no disciplinary measures will be taken and efforts will be made to prevent retaliatory action against the complainant.

No Finding of Research Misconduct, but Finding of Serious Carelessness or Serious Scientific or Other Research Error

All persons and agencies/organizations informed of the investigation must be notified promptly of the finding of no misconduct by the dean of the college. The University will, however, consider means to correct the research record. In the event that the dean of the college discovers serious research errors, it will include in its final report specific recommendations for action, such as notifying editors of journals in which the respondent's research was published or to which manuscripts were sent, other institutions with which the respondent has been affiliated, collaborators, professional societies, state professional licensing boards (if applicable), etc.

Finding of Research Misconduct

All persons and agencies/organizations informed of the investigation must be notified promptly of the finding of research misconduct by the dean of the college. In the final report, the dean of the college will recommend specific sanctions to be imposed on the respondent(s).

Sanctions, discipline, or other actions will be administered through the University's regular procedures, and in conformity with the *Faculty Handbook*. Sanctions or other actions may also be taken by funding agencies.

APPENDIX R

VALPARAISO UNIVERSITY GOOGLE ACCOUNT POLICY

**The Lutheran University Association, Inc.
d/b/a Valparaiso University**

Valparaiso University Google Account Policy

All employees will be assigned a Google account. That account will be the employee's official work Google account and will come with an email address, which serves as the employee's official work email address. Employees that are also alumni of the University may have a pre-existing University Google account that was assigned to them as students. In that case, the existing account and email address will become their official work account and email address. An employee may use their official Google account for personal use, so long as such use does not unnecessarily burden the University, does not interfere with the employee's job or job duties, is not used for illegal purposes, or is not otherwise prohibited by University policy. However, an employee's official Google account, including email and other data and documents stored therein, is property of the University and no employee shall have a reasonable expectation of privacy in the account.

An employee will no longer have access to their Google account upon their termination from the University. The University's Office of Information Technology (IT) will maintain the account for six (6) months after the date of termination, and then the account will be deleted, unless otherwise prohibited by law. On an as-needed basis, IT will allow University employees to access the account in order to retrieve any necessary documents or data that it may contain, to carry on the business of the University. In order to access any personal information remaining in the account after termination, former employees may request access to the Google account, with the Director of Human Resources, for up to 30 days following the last day of employment. The Director of Human Resources has discretion to grant those requests on a case-by-case basis. There is no guarantee that this request will be granted. Therefore, employees should refrain from storing personal information and records in their Google account.

Upon request to IT, former employees that are also alumni and/or official retirees from the University will have the opportunity to continue using their Google account (including email) after termination/retirement. However, the former employee will not have access to any documents or data that existed prior to their termination/retirement without the request granted by the Director of Human Resources as described above.

APPENDIX S

FACULTY POLICY ON INTELLECTUAL PROPERTY

THE LUTHERAN UNIVERSITY ASSOCIATION, INC.
d/b/a VALPARAISO UNIVERSITY

Faculty Policy on Intellectual Property

I. Rationale

The purpose of the University's Intellectual Property policy is to foster the creation and dissemination of knowledge and to provide certainty in individual and institutional rights associated with ownership and with the distribution of benefits that may be derived from the creation of intellectual property. This policy applies to faculty creating intellectual property related to the scope of their employment with the University.

II. Copyrights

Generally, copyright ownership of any academic, pedagogical, scholarly, or artistic work generated by a faculty member in the course of his or her University responsibilities will initially vest with the individual faculty author. The University shall have a royalty-free nontransferable license to use the work for noncommercial purposes.

Ownership of such works will or may vest with the University in the following circumstances:

1. The ownership will vest with the University when a faculty member is being specifically compensated for creating the work and/or given leave time to create a specific work at the request of the University, or if the work is created pursuant to an agreement that it is a work-for-hire within the meaning of applicable copyright laws. In such a case, the faculty member shall have a royalty-free nontransferable license to use the work for noncommercial purposes.
2. If the work is being created pursuant to an agreement between the University and a third party that contains obligations or restrictions related to copyright ownership, the work will be treated in accordance with such agreement.
3. In the event the University involvement in the creation and development of the work is more than incidental, including but not limited to, use of resources such as funds, facilities, equipment or other University resources, or the work consumes so much of the author's time that it becomes tantamount to a conflict of commitments as outlined in section 2.5.5 of the *Faculty Handbook* then ownership of royalties or income or both shall be fairly and equitably apportioned between the author and the University. This policy encourages, wherever feasible, that the University and the author reach agreement prior to the commencement of a project on the rights that the University and the author will have in the resulting copyrightable materials.

Copyright ownership for University business-related works, including but not limited to promotional materials, policy guides, reports, normal University publications, or other general business works, shall vest with the University.

III. Trademarks

University trademarks (marks, words, symbols and other identifying indicia) are the exclusive property of Valparaiso University. The creation and use of University trademarks is managed through the office of Integrated Marketing and Communication. University trademarks may not be used in any fashion without prior written approval. No marks other than those approved by the University may be used.

IV. Patents and Copyrighted Software

A. For purposes of this policy, the following definitions apply:

1. Inventor. Any one or more faculty that create an Invention.
2. Invention. Any patentable or potentially patentable work or Software, and any copyrighted or potentially copyrighted Software, created by an Inventor related to the scope of their employment with the University.
3. Direct Costs. All costs incurred by and through the University directly related to the development of the Invention, including costs to copyright, trademark and patent the Invention but not salaries and overhead of the University personnel.
4. Income. All monies paid or payable to the University (or the Inventor, as the case may be) in consideration of an assignment, sale, or license of rights in the Invention, including without limitation, assignment or upfront licensing fees or royalties, milestone payments, advanced royalties, royalties on sales of products incorporating or utilizing the Invention, other running royalties, sublicensing fees, equity and options to equity. In the event that the University (or the Inventor, as the case may be) itself (or himself or herself) commercializes the Invention, or in any way exploits the Invention or derives revenues otherwise than through an assignment or license, Income shall also include money compensation based on sales made by the University (or the Inventor, as the case may be).
5. Net Income. All Income less any Direct Costs.
6. Software. Any computer program including, but not limited to, microcode, subroutines, and operating systems.

B. Patent and Copyright Process and Revenue Sharing Agreement Process

To best preserve the interests of all parties, disclosure of an Invention to the University must be made as close to the point of conception as possible. When a faculty member creates any invention, the faculty member shall promptly notify his or her Dean. Together, the Dean and the faculty member will work together and determine if it is an Invention subject to this policy. If it is, the Dean shall notify the Provost and together, they shall have up to six (6) months to decide whether the University will accept

ownership rights to the Invention and will pursue a Patent and/or Copyright. In the interim, there shall be no publication on the invention without the approval of the Dean or Provost. If the University chooses to pursue Patent and/or Copyright, the Inventor agrees to promptly sign an Intellectual Property Assignment, transferring all ownership rights to the University, and the Inventor shall have the right to enter into a Revenue Sharing Agreement. The Inventor shall represent, warrant, and covenant his or her exclusive rights to the Invention (not including any rights held by the University) and assigns any and all of his or her ownership rights in the Invention to the University. The Inventor shall also represent, warrant, and covenant that he or she is under no obligation, and will not hereafter enter into any obligation, to any third party that would interfere with or impair said ownership or his or her ability to assign said ownership rights or the performance of any other of his obligations under such Assignment. The Inventor will not do any act that might impair the ability to procure a Patent, trademark, and/or copyright protection, as applicable, on the Invention, but will rather make all reasonable efforts needed to aid the University in procuring, defending, or prosecuting a Patent, trademark, or copyright of the Invention. Once the Assignment and Revenue Sharing Agreement are signed, the University shall be the sole owner of the Invention and shall pay all costs associated with any patent, copyright, trademark, marketing, or other expenses. Any Net Income shall be shared annually between the University and the Inventor, as provided for in the Revenue Sharing Agreement.

If the University decides not to pursue a Patent or Copyright on the Invention, the University will provide the author with an Intellectual Property Assignment, transferring any ownership interests of the University in the Invention to the Inventor, subject to a royalty-free nontransferable license to the University to use the invention for noncommercial purposes and to publish any data associated with or arising from the use of the Invention.

1. Invention Revenue Sharing

All Net Income shall be shared annually between the University, the College of the Inventor, and the Inventor (or a University account for his use while employed at the University), as follows:

<u>Total Net Income</u>	<u>Total % to Inventor(s)</u>	<u>Total % to Inventor's Valpo Account</u>	<u>Total % to Inventor's College</u>	<u>Total %to University</u>
\$0-\$100,000	50	0	0	50
\$100,001-\$500,000	25	25	25	25
\$500,001-\$750,000	25	15	25	35
\$750,001-\$1,000,000	25	10	25	40
\$1,000,001 +	25	0	25	50

The first column is the total percentage allocated to any and all inventors of the Invention, including non-faculty and 3rd party inventors. The second column represents the percentage allocated to an account which shall be owned by the University but the funds in which account may be expended based on the decisions of the inventor during such time the inventor is a member of the faculty. The third column represents the

percentage that shall be paid to the University but allocated to the College within the University in which the inventor has a faculty appointment, which amounts may be expended as provided in the College's budget or as otherwise approved by the Dean of the College. The fourth column represents the percentage that shall be paid to the University.

2. Confidentiality

To the extent allowed by law, the Inventor shall not disclose any matters related to the research leading up to and following the Invention, data related to the formulation of the Invention, any patent, trademark or copyright applications, commercialization plans, licensing agreements or like documentation unless the University authorizes the consent of such disclosure. The Inventor shall reimburse the University for all costs it may incur, including any loss of Net Income (past and future), court costs and attorney fees that result from Inventor's breach of this section.

3. Patent and Revenue Sharing Process Summary:

- a. Invention Disclosure Form
- b. Dean and Inventor meet to determine if the invention is subject to this policy
- c. If the invention is subject to this policy, the University has up to six (6) months to do due diligence in determining if it shall pursue a Patent or Copyright on the Invention
- d. If the University determines it will pursue a Patent or Copyright, fill out: (1) Intellectual Property Assignment; Inventor to Valparaiso University; (2) Revenue Sharing Agreement
- e. If the University determines it will not pursue a Patent or Copyright, fill out Intellectual Property Assignment; Valparaiso University to Inventor.

V. Conflict Resolution

The University and any faculty member who are not in agreement regarding the application of this policy to any particular situation agree to submit such disagreement to a settlement conference in which the following persons shall participate in a good faith effort to resolve the disagreement: faculty member, the Provost or a representative of the Provost's Office, the Dean of the College where the faculty member has an appointment and the department Chair of the faculty member's Department. In the event the disagreement is not resolved as a result of the efforts of the parties to settle the disagreement in the foregoing manner, the matter shall be submitted to the President of the University, or his/her designee, whose decision shall be final and binding on the parties. Nothing in this policy or dispute resolution procedure shall diminish or alter the rights of faculty members under the University's procedures for shared governance set forth under the *Faculty Handbook*.

VI. Exemptions

This policy shall not apply to the extent it conflicts with any written agreement in which the University is a party, including a grant, between the University as one party, and a third party and/or a faculty member as the other party or parties.

VII. Adoption and Amendment of this Policy

This policy has been adopted by the Academic and Student Affairs Committee of the University's Board of Directors, effective October 30, 2015, and may be amended or modified only by such Committee or by the Board of Directors of the University.

APPENDIX T

TOBACCO FREE CAMPUS POLICY

**The Lutheran University Association, Inc.
d/b/a Valparaiso University**

TOBACCO FREE CAMPUS POLICY

PURPOSE AND SCOPE

While not directed at the social and private lives of the employees, this policy is directed at the use of tobacco and any tobacco related products including, but not limited to, nicotine products, smokeless or chewing tobacco, and electronic cigarettes (e-cigs) (hereinafter collectively referred to as “tobacco products”) on Valparaiso University Property. However, tobacco products do not include any nicotine delivery products produced for the purposes of assisting a person in overcoming nicotine addiction and that create no emission into the air.

Valparaiso University (“VU”) is committed to providing a safe and productive work environment for its employees. To accomplish this objective, appropriate policies are implemented from time to time which are consistent with the spirit and intent of this commitment. With this in mind, VU has developed this policy, the purpose being to establish and maintain a work environment that is free from the effects of the use of tobacco products and discourages nicotine addiction.

This policy change applies to all employees whether faculty, hourly or salaried staff, students and visitors.

POLICY

Effective September 13, 1993, VU established a campus wide no smoking policy. Further, on January 1, 1994 VU declared itself a “smoke free environment”. The policy is amended as follows. VU will further ban the use of all tobacco related products effective July 1, 2008 on all campus property. In point of fact, this policy is redefining a “smoke free environment” to include all forms of tobacco products including those that emit any kind of vapor or smoke into the environment on University property.

VU will offer smoking cessation programs such as “Smokefree Indiana” to any employee or student who wishes to quit tobacco products.

Enforcement

Enforcement of this policy within a University building, dormitory, or other enclosure shall be the responsibility of the University’s administration/or and student life personnel.

Employee violators may be subject to disciplinary actions and/or procedures set forth in the Staff Handbook. Student violators may be subject to disciplinary actions and procedures set forth in the Student Guide to University Life. Visitor violators may be required to leave campus. Enforcement of this policy outdoors shall be the responsibility of the Valparaiso University Police who may report violators to the appropriate administrator and/or student life personnel for subsequent disciplinary action. First-time violators will receive a verbal warning not to smoke on campus.