1 GENERAL

C1

C1.1 STATEMENT OF PURPOSE AND METHOD OF ESTABLISHMENT.

The GOVERNANCE HANDBOOK is a definitive statement of the structure of Walla Walla University and the processes and procedures followed in the fulfillment of its functions. Because of the complex and dynamic nature of the structures that constitute a living, developing organization, the writing of the HANDBOOK is an ongoing process. A HANDBOOK was first issued in 1953. A major rewriting in 1971 expanded the role of faculty governance and made specific provisions for revision, including mandating a loose-leaf format. Extensive revisions were made in 1980, with further refinements in 1983 and 1986. The 1991 rewriting incorporates previous revisions and features a reorganization designed to streamline the revision process by dividing the HANDBOOK into three parts: CHARTER, BYLAWS, and PROCEDURES. APPENDICES which contain supplementary documents providing information relevant to university governance are attached.

The HANDBOOK is established by a majority vote of the Board of Trustees upon recommendation of the Walla Walla University faculty to the President as chief officer of the University and representative of the Board of Trustees.

Proposed revisions of statements within the HANDBOOK CHARTER, BYLAWS, and PROCEDURES are first reviewed by the GOVERNANCE HANDBOOK Committee, as described in the BYLAWS, and referred with recommendations to the appropriate body for debate and action. All revisions require review, approval, or ratification at three levels: the Board of Trustees, the Faculty-in-Session, and the Faculty Senate (see BYLAWS).

Revisions of statements within the CHARTER are reviewed by Faculty Senate and then approved by a two-thirds vote of the faculty in a regularly scheduled meeting at least four weeks after being introduced to the Faculty-in-Session and are subsequently ratified by a majority vote of the Board of Trustees.

Revisions of statements within the BYLAWS are reviewed by Faculty Senate and then approved by a two-thirds vote of the faculty in a regularly scheduled meeting at least four weeks after being introduced to the Faculty-in-Session and are subsequently reviewed by the Board of Trustees. No provision of the BYLAWS may supersede a provision of the CHARTER.

Revisions of statements within the PROCEDURES are approved by a two-thirds vote of the Faculty Senate in regularly scheduled meetings at least two weeks after being introduced to the Faculty Senate and are subsequently reviewed by the Board of Trustees. No provision of the PROCEDURES may supersede a provision of the BYLAWS or the CHARTER.

APPENDICES contain information that define or supplement policies of the HANDBOOK. In some instances, documents outside the purview of the campus governance system are referenced, including statutory law, federal or state regulations, and SDA employment policy.

APPENDICES are authorized in either the CHARTER or the BYLAWS. Revisions of statements within the APPENDICES are assigned to appropriate governance entities. No provision of the APPENDICES may supersede a provision of the BYLAWS or the CHARTER.

Before inclusion in the HANDBOOK, modifications to APPENDICES will be presented to Faculty Senate for review and recommendation.

An interim policy addresses narrowly-defined, urgent needs that require modification of the Governance Handbook. An interim policy that modifies the Governance Handbook may be implemented according to the process described in Bylaws of Section 1.1.11. All actions pertaining to an interim policy may be approved for a one-year period by a three-fourths vote of Faculty-in-Session scheduled no earlier than one week after notification to Faculty-in-Session. Changes to the CHARTER require Board of Trustees ratification. Changes to the BYLAWS require Board of Trustees review.

An interim policy may be extended for one year by a three-fourths vote of the faculty. Extensions to the CHARTER require Board of Trustees ratification. Extensions to the BYLAWS require Board of Trustees review.

1.1 PURPOSE AND METHOD OF ESTABLISHMENT

1.1.1 INTRODUCTION

Walla Walla University has developed a system of shared governance that has been unique in Seventh-day Adventist higher education. Administrators and supporting faculty and staff committees cooperate in formulating and administering policy as well as in representing the interests of all in administrative and academic decisions.

1.1.2 BENEFITS OF COMMITTEE SYSTEM

The benefits of this system extend equally to administration, faculty, staff, and students. Committees allow the administration to benefit from the expertise and experience of the faculty and staff. By researching and analyzing data and by formulating policy alternatives, committees can provide a more solid basis for administrative decisions than would otherwise be likely or possible.
Committees provide checks and balances that are part of any successful democratic institution. This system allows for the representation of faculty, staff, students, and administrators, whose naturally various interests and positions can and should be expressed.

By encouraging this involvement in policy decisions, the administration diminishes criticism, avoids the dangers of isolation, and strengthens its own hand in difficult decisions, such as those concerning rank and tenure or master planning. Involvement enhances understanding, support, and success for administrative decisions and policies. It is the key to a committed faculty and student body.

The committee system lessens the negative effects of periodic changes in administrative leadership, facilitates long-range planning, safeguards continuity, and provides a training ground for potential administrators. Finally, shared governance provides a setting in which students may observe and experience a model for church and society.

The benefits outlined above can easily fall victim to abuse. For example, apathy and disinterest can result from inefficient use of committee members’ time. Good leadership and planning of committee work and appropriate division of labor are essential. Definite time periods ought to be set for committee meetings and adhered to, allowing for exceptions only in rare instances. Once a meeting time is set, committee etiquette demands that committee members, including the chair, be prompt in keeping the appointment.

1.1.3 AUTHORITY

A committee’s authority should be real and its contribution must fill a genuine need. When that is not the case, or when an administration disregards a committee’s recommendations without cause, it is unlikely that enthusiasm and confidence will be maintained.

1.1.4 OPERATIONAL GUIDELINES

To avoid unnecessary committee proliferation, the following guidelines are applied concerning committee loads and the establishment and review of standing committees:

The Nominating Committee, the President, and the faculty attempt to distribute committee loads evenly among the faculty. Faculty members are expected to carry their fair share of committee assignments but are encouraged to limit their involvement to five or six hours per week.

Faculty members should carefully consider how they can best use their talents in service to the University. When time spent in committee interferes seriously with quality teaching, research, or other activities in which faculty members can make a greater contribution, they should exercise their best judgment in keeping their committee responsibilities to a reasonable limit.

Continuing or recurring need for the work of any proposed committee is perceived by the faculty and administration as sufficiently great to warrant the committee, and the perceived need cannot be adequately or appropriately met by any existing committee. Proposals for new standing committees are reviewed by the appropriate bodies and approved by Faculty-in-Session.

The GOVERNANCE HANDBOOK Committee conducts an annual review of each standing governance committee to determine which committees continue to serve an essential function. The GOVERNANCE HANDBOOK Committee recommends annually to the Faculty Senate the continuation, modification, consolidation, or dissolution of each standing committee.

The Central File is an electronic repository of committee minutes and documents. Minutes of all Governance Committees shall be submitted to the Central File, except where otherwise specified in committee descriptions.

1.1.5 TYPES OF COMMITTEES

Ad hoc committees are non-governance advisory committees, generally serving a specific purpose for a limited time. Standing committees are committees whose purpose and membership are defined in the Governance Handbook.

1.1.6 COMMITTEE MEMBER SELECTION AND REPLACEMENT

Committee members from the faculty are selected in the following ways: election by the faculty, appointment by the Nominating Committee, substitution by the Nominating Committee, or election by a department. Staff positions on committees are filled by staff elections. Student members of committees are chosen by ASWWU. The President or any Vice-President may also appoint members of the faculty, staff or student body to committees for which they have authorization. In addition, members of the Administration, Faculty, Staff, or student body may become members of committees by virtue of an office they hold.

All committee members chosen by the faculty are elected by ballot from slates submitted by the Nominating Committee. Provision is made for write-in names on the ballots (see Nominating Committee p. 55).

Committee members appointed by the Nominating Committee are referred to the faculty for approval. Committee members substituted by the Nominating Committee for a period of one quarter or less are not referred to the faculty for approval.

If a vacancy arises on account of a student dropping out of school or otherwise being unable to complete a term, the chair of the committee informs the student association, which is responsible to see that a replacement is made.
Except for presidential appointees, when a committee vacancy occurs for more than one quarter, the chair of the committee notifies the Nominating Committee. If the Nominating Committee determines that the vacancy should be filled, it then appoints a replacement from among the members-elect. If there is no member-elect able to serve in this manner or if the Nominating Committee determines this procedure to be inadvisable because of a significant change in balance, the committee may recommend candidates to the Nominating Committee. The replacement then is made by election or appointment as determined by the GOVERNANCE HANDBOOK (for Nominating Committee p. 55). If the vacancy is for one quarter or less the substitution is made by the Nominating Committee following the same procedures except that it is not referred to the faculty for approval.

1.1.7 MEMBERSHIP TERMS

The term of membership for elected and appointed members varies from committee to committee. All student terms are for one year. Unless otherwise specified, a term of membership begins September 16 and terminates September 15. In committees which have a membership term of more than one year, there should be, ideally, a balance of old and new members; thus the terms of the initial members vary in length to establish a rotational pattern that maintains itself through the life of the committee. But in cases where leaves of absence or other factors destroy the systematic rotation pattern, the Nominating Committee, in cooperation with the President, has the responsibility to maintain or restore the balance. The committee may use such means as placing a former member on an accept/refer ballot or altering the term of service of an individual member on a specific ballot. The Nominating Committee must explain on the ballot the reason for any such action.

1.1.8 CALLING MEETINGS

The chair of each committee is responsible for calling committee meetings. At the request of three members or of one half of a committee's quorum, whichever is larger, the chair must call a special meeting. In cases of committees that name their own chairs, the Nominating Committee appoints one of the members to call the committee for its organizational meeting.

1.1.9 QUORUM

For the purposes of this handbook, a quorum is fifty-one percent of a committee's total membership, except in cases in which a different quorum is specified. Ex officio members of committees constitute part of the quorum and, unless otherwise noted, may vote.

1.1.10 LINES OF RESPONSIBILITY

Each committee serves either an advisory or administrative function in behalf of a higher body or an administrator. The line of responsibility (see Organizational Chart p. 8) implies that the committee makes recommendations or decisions according to duties assigned to it and in harmony with policies approved by the higher body or the administrator. Unless otherwise specified, the work of the committee is self-sustaining within the authority given to it, but its actions and decisions may be reviewed at any time by the administrator or body to which it is responsible. A working staff relationship (represented by straight lines on the organization chart, BYLAWS I.D.) implies a two-way communication between a committee and the administrator or higher body which is responsible for directing and implementing the committee's recommendations and decisions.

(Procedures)

The PROCEDURES derive authorization from the BYLAWS and CHARTER of the GOVERNANCE HANDBOOK. This third part of the tripartite division of the HANDBOOK is designed to publish for current information and preserve for future reference operational details of the governance process. The approval of committee procedures by a representative body provides broadened involvement in setting those procedures. Limiting the level of approval expedites the revision process to meet current needs. The structure, content, and approval method of the PROCEDURES provide a significant component of the GOVERNANCE HANDBOOK designed to improve the efficiency and effectiveness of campus governance.

As stated in the CHARTER, "Revisions of statements within the PROCEDURES are approved by a two-thirds vote of the Faculty Senate in regularly scheduled meetings at least two weeks after being introduced to the Faculty Senate and are subsequently reviewed by the Faculty-in-Session and the Board of Trustees."

1.1.11 INTERIM POLICY

The sequential process to implement an interim policy shall be as follows:

A. Any governance committee may submit a draft of an interim policy statement to the Governance Handbook Committee.

B. The Governance Handbook Committee reviews policy impact and identifies sections of the Governance Handbook needing suspension, revision, or addition.

C. The Governance Handbook Committee invites administration to provide additional information pertaining to the preliminary policy statement within one week, particularly regarding budgetary impact.

D. The Governance Handbook Committee informs faculty of the recommended policy modification and solicits feedback. The notification requirement is met by one communication, either by e-mail or hard copy, to members of Faculty-in-Session.
E. The Governance Handbook Committee recommends the proposed interim policy to Faculty Senate.

F. Faculty Senate then recommends the interim policy to the Faculty in Session for approval in a meeting scheduled no earlier than one week after notification to the faculty. (See item d. above)

G. If Faculty-in-Session approves by sufficient majority as specified in the Charter (Section C1.1 paragraphs 4, 5, 6), the interim policy is implemented as specified in the Charter (Section C1.1 paragraphs 4, 5, 6).

1.1.12 PROCEDURAL DEFINITIONS

To maintain clear and consistent language use within the Governance Handbook, the Governance Handbook Committee will maintain a list of terms and definitions (See Appendix) to describe actions taken by committees and campus groups operating within the authority of the Governance Handbook.

Procedures for adopting changes to policies, practices, or documents of the University (hereafter referred to as policy), unless otherwise directed in the Governance Handbook, will be as follows:

1. Policy is drafted at the committee level. Policy may also originate within administrative or governance committees or with administrators who bring policy concepts to an appropriate committee.

2. In drafting policy, committees may seek discussion from other campus committees or administrators or, with administrative support, consult experts.

3. As directed by the Governance Handbook or by committee action, a chair will inform other committees or administrators of policy considerations and/or actions of the committee.

4. Policy is recommended by committees to administrators or to deliberative groups as defined in the Governance Handbook (See Appendix N.2 p. 135) for further consideration or action.

5. Deliberative groups review or approve policy. Review generally occurs before a policy is approved. Approval is done only once per policy decision.

6. Where further deliberation is called for in the Governance Handbook, the appropriate deliberative groups may, once a policy has been approved, be called upon to review or to ratify the policy.

1.2 BOARD

(Charter)

Enabling Statement and Board of Trustees Action.

Walla Walla University has developed and is committed to a system of shared governance that functions through administrative, faculty, and staff committees which assist in the formulation and administration of policy as well as represent the interests of all in administrative decisions. These governance committees exercise their function by mandate of the governance body to which they report. The Faculty-in-Session, which includes administrators, faculty, and some staff, as described in the BYLAWS, is the essential legislative body for shared governance. Legislative actions of the governance bodies constitute formal recommendations to the President as the chief officer of the University and representative of the Board of Trustees.

The Board of Trustees enables and authorizes this shared governance system through the ongoing ratification of the GOVERNANCE HANDBOOK CHARTER and review of the GOVERNANCE HANDBOOK BYLAWS and PROCEDURES.

The constituency of Walla Walla University is defined in Appendix A Constituency p. 83. The Charter of Walla Walla University Board of Trustees is contained in Appendix B Charter of the Board of Trustees p. 85. Revisions to Appendices A and B may only be made by vote of the constituency of Walla Walla University.

1.3 DESCRIPTION

Who We Are

WWU is a comprehensive liberal arts Seventh-day Adventist university located in southeast Washington. It is one of 10 private colleges and universities in Washington state, and one of 10 colleges and universities operated nationwide by the Seventh-day Adventist Church.

Academic Programs

WWU offers 52 majors and seven undergraduate degrees. Master's degrees are offered in biology, education, psychology, and social work.

Campus Size

University buildings are situated on a 55-acre campus, with additional buildings on other lots of land totaling 22 acres. The University also operates a marine station near Anacortes, Washington, a nursing campus in Portland, Oregon, and social work campuses in Billings, Montana and Missoula, Montana.

Campus Environment

The campus environment reflects our commitment to Seventh-day Adventist beliefs. Religion classes, worship services, service opportunities, health practices and other lifestyle principles all contribute to the quality of education Walla Walla University offers.
Enrollment
WWU enrolls approximately 1,800 students each year.

Faculty
All classes are taught by professors, not graduate students, so WWU students have teachers whose primary focus is on teaching and advising. Approximately 62 percent of faculty hold the highest degree in their field.

Class Size
The average class size is 23. Our student to faculty ratio is approximately 12 to 1.

Location
WWU is located in the town of College Place, in the Walla Walla Valley of Southeastern Washington state. Within a one-hour drive are the Blue Mountains to the east and the Snake and Columbia Rivers to the north and west.

1.4 MISSION
(Charter)
Identity
Walla Walla University
Seventh-day Adventist Higher Education

Vision
A Christian community of faith and discovery committed to
   - Excellence in thought
   - Generosity in service
   - Beauty in expression
   - Faith in God

Philosophy
Walla Walla University is founded on Christian teachings and values as understood and appreciated by the Seventh-day Adventist Church. Central to these teachings is the belief that every person is created in the image of God as a being of inestimable value and worth, imbued with powers of intelligence, stewardship, and creativity akin to those of the Creator.

Walla Walla University, therefore, seeks in its mission to foster the unique gifts of every individual within this Christian community of faith and discovery. Committed to excellence in thought, the University seeks to impart a broad knowledge of the arts, sciences, and professions by careful instruction and open inquiry at both the undergraduate and graduate levels. Recognizing that God is the source of all truth, goodness, and beauty, the University seeks to convey to students a wisdom that translates academic achievement into responsible citizenship, generous service, a deep respect for beauty in God’s creation, and the promise of re-creation through Jesus Christ.
1.5 ORGANIZATIONAL DIAGRAM

1.5.1 ADMINISTRATIVE ORGANIZATIONAL DIAGRAM

Note: Color is for visual clarity only.

Note: This diagram contains only the administrative positions that are specified within the Charter. An expanded version of this diagram, including all positions specified in the Charter and Bylaws, is contained in Appendix 5 N.1  p. 134. Also, the Governance Organizational Diagram, as specified by the Bylaws, is presented in Appendix 5 N.2  p. 135.

1.6 FACULTY IN SESSION

1.6.1 TEACHING FACULTY
Faculty, permanent: tenured or tenure-track teachers and librarians holding academic rank;
Faculty, temporary: full-time non-tenured and non-tenure-track teachers holding academic rank;

1.6.2 FACULTY-IN-SESSION
Faculty-in-Session shall meet monthly during the school year to:
· consider issues of spiritual interest;
· discuss educational policies, current issues and trends, and professional improvement;
· hear reports from governance committees responsible to the faculty;
· initiate or review working policies of the University.

Membership
Voting members at faculty meetings include:
1. Teaching faculty (see 1.6.1  p. 9);
2. President, who chairs of designates a chair;
3. Vice-Presidents;
4. Associate Vice-Presidents;
5. Registrar;
6. Associate Registrar;
7. Dean of Men;
8. Dean of Women;
9. Director of Academic Advisement;
10. Director of Admissions;
11. Director of Information Services;
12. Director of Counseling;
13. Director of Planned Giving
14. Director of Student Financial Services;
15. Director of Teaching Learning Center;

**Regular and Special Meetings**

Regularly scheduled meetings will be designated on the official school calendar. Changes to regularly scheduled meeting times posted in the calendar may be made with a minimum of 14-day advance notice to all voting members.

Special meetings may be called by the chair with a minimum 7-day advance notice to all voting members. Emergency meetings may be called without advance notice.

Students and other individuals may attend at the invitation of the chair.

The chair sends an annotated agenda at least 48 hours in advance of Regular and Special meetings to each faculty member and University employee to give opportunity for and to encourage preparation.

**Quorum and Procedure**

At all regularly scheduled meetings, a quorum consists of one-third of the combined total of eligible voting members on the College Place campus. At all other times the quorum is one-half of eligible voting members on the College Place campus.

By the first meeting of the school year, the President appoints a parliamentarian. The parliamentarian is responsible for determining the number which constitutes quorum. Robert's Rules of Order is the procedural guide.

A secretary appointed by the President records minutes of the meetings. Minutes are maintained by the President and made available as described in the Governance Handbook (see 2.1.1 item 4.b p. 14).

**1.7 ALL UNIVERSITY PERSONNEL**

(Charter)

All-University personnel consists of all part-time and full-time non-student employees. These include administrators, administrative staff, full-time and contract faculty, and hourly and task-force employees.

(Bylaws)

All-University (Faculty-Staff) meetings are held once each quarter during the academic year. The President or designee presides.

The meeting consists of an employee group that receives information of Board items and decisions, and budget matters, and discusses agenda items of interest and concern to the University.

The President sends an annotated agenda in advance of the meeting to all employees.

A secretary is appointed by the President to record and distribute copies of the minutes as appropriate.

**1.8 GRIEVANCES**

**1.8.1 GRIEVANCE PROCESS**

(Charter)

A prescribed grievance process insures the right of all students, faculty members, and staff members who feel that they have been treated in an unfair, unethical, or discriminatory manner by any person acting for Walla Walla University to present their grievances without fear of censure or reprisal to the appropriate supervisors or administrators for redress, and, should these persons fail to satisfactorily resolve the complaint, to present their grievances to an impartial Grievance Committee (see BYLAWS p. 20). If the Grievance Committee should find that an injustice has occurred, it will forward recommendations for correction to the appropriate administrator or supervisor. The Grievance Committee will also review any follow-up action to insure that no retaliation is taken against any person appealing to the committee. It is required that
any person with a grievance shall seek formally to resolve any complaint before appealing to the Grievance Committee. It is also understood that an appeal to the Grievance Committee in no way casts reflection on either the grievant or any other person involved in the complaint. Grievance policies and processes shall be published in the faculty, staff, and student handbooks (see Informal p. 11, Formal p. 11, and BYLAWS p. 20 for Grievance Process).

1.8.1.1 INFORMAL GRIEVANCE PROCESS

Persons with grievances should seek first to resolve their disagreements privately with the persons involved or with their immediate supervisors. If a grievance is not resolved in this manner within a reasonable time, both parties involved in the grievance should choose another person to sit with them in further discussions. Each party will brief the third person on the facts of the grievance, and the three of them will seek to resolve the grievance.

If an agreement cannot be made, students, faculty members, and staff members who feel that they have been treated in an unfair, unethical, or discriminatory manner should follow the channels of authority outlined below:

1. Students in matters of student life, services, and discipline should appeal first to the residence hall assistants and the resident hall dean if the complaint involves residence hall administration, then to the Vice-President for Student Life, and finally to the Government Committee.
2. Students in matters of discipline may ask the Government Committee to reconsider its voted action and/or may appeal to the President of the University.
3. Students in matters of academic program policies or procedure should appeal first to the Registrar, then to the Assoc. Vice-President for Academic Administration, and finally to the Academic Standards Committee. Graduate students should appeal first to the Registrar, then to the Dean of the Graduate Studies, and finally to the Graduate Council.
4. Students in matters of grading, instruction, and faculty relations should appeal first to the department chair, then to the Assoc. Vice-President for Academic Administration, and finally to the Academic Standards Committee. Graduate students should appeal first to the department chair, then to the Dean of the Graduate Studies, and finally to the Graduate Council.
5. Faculty members in matters of personal relations, policy, or procedure should appeal first to the department chair, then to the Vice-President for Academic Administration, and finally to the President.
6. Faculty members in matters of academic freedom should follow the procedure outlined in Grievance Process in Matters of Academic Freedom Involving Church Beliefs p. 12.
7. Staff members in matters of personal relations, policy, or procedure should appeal first to the supervisor, then to the industry or department head, then to the Vice-President for Financial Administration, and finally to the President.

1.8.1.2 FORMAL GRIEVANCE PROCESS

If the grievance cannot be resolved by the informal grievance process, the grievant may formally appeal to the Grievance Committee. The following procedure shall be followed:

1. Within thirty days of the failure of the informal appeal process, the grievant must file a written complaint to the chair of the Grievance Committee, describing the alleged grievance(s). The written complaint must include the relevant facts relating to the grievance, including who, what, where, and when, and must also describe why this event is thought to be unjust, unethical, or discriminatory. It must also describe the redress desired. The chair of the Grievance Committee will provide a form that may be used for filing this complaint, though the form need not be used, providing the written complaint contains the information required.

2. Within one week the chair of the Grievance Committee shall notify the grievant in writing that the chair has received the complaint and shall inform the grievant of the date the complaint will go to the Grievance Committee for consideration. Committee consideration shall occur within two weeks from the submission of the complaint.

   Upon receiving a written grievance, the chair shall also:
   a. Screen complaints to determine their nature: i.e., policy, procedure, or administration of policy or procedure, or any combination of these;
   b. Notify the person accused in the grievance and give him or her a copy of the written complaint;
   c. Give the person accused an opportunity to respond in writing;
   d. Give the grievant a copy of the accused's response;
   e. Secure copies of pertinent policies/procedures for the committee's use;
   f. Take care not to prejudice the committee or any others against the position of any party to the complaint and remain neutral until a judgment is reached;
   g. Take care to keep all matters pertaining to the grievance in strict confidence;
   h. Be responsible, after judgment has been reached in any case, for ascertaining what actions have been taken to comply with the recommendations of the Grievance Committee;
   i. Determine and rule on questions of procedure.

3. In processing a grievance, the Grievance Committee shall
1. Review the complaint and relevant documents;
2. Determine how and when the grievant will be heard;
3. Hear the parties face to face, conducting no hearings without the presence of both parties;
4. Take care to keep all matters pertaining to the grievance in strict confidence.

4. When a grievance is presented before the Grievance Committee, either party may
   a. Bring another person to speak on his or her behalf, who typically should be an employee or student of the University, but exceptions can be made by a two-thirds vote of the committee;
   b. Have opportunity for an opening statement;
   c. Bring witnesses or documents to support his or her position;
   d. Have opportunity to respond to questions raised and statements made in the course of the hearing;
   e. Have opportunity for a summary statement;
   f. Question the other party and his or her witnesses.

5. After all evidence has been heard, the parties to the grievance will be asked to leave. At such time the committee will deliberate on the case. The committee on the basis of a two-thirds majority vote of all members may take any of the following actions:
   a. Dismiss the case should there be insufficient evidence.
   b. Engage in more formal fact-finding or mediation or both.
   c. Conduct further hearings.
   d. Render a judgment noting the validity of the grievance and the redress recommended and refer the case to the next higher administrative officer as outlined in the GOVERNANCE HANDBOOK, (APPENDIX N). Only in cases of conflict of interest involving the President will the grievance be taken to the Board. In this case, the grievant will appeal to the Board with the reason(s) he/she feels there is conflict of interest.
   e. Ask the grievant to make sure all steps in d. above have been followed.
   f. Separate elements of a case and take two or more actions simultaneously.
   g. Forward the case to a special hearing committee (see section 6 below).

   The committee shall record its judgment in writing, with the provision for a minority report. All voting on other than procedural matters shall be done by secret ballot.
   The committee shall render a decision within sixty days from receipt of the complaint. Final action on the case should occur within sixty days of the first hearing. In all cases the Grievance Committee shall make efforts to resolve conflicts as rapidly as possible.

6. Special Hearing Committee
   A hearing committee may be appointed at the request of grievant or the committee in cases involving major issues and/or severe sanctions or in instances in which the Grievance Committee believes circumstances of the grievance are such that a special hearing committee would better serve justice.
   A hearing committee shall be composed of one member named by the grievant, one member named by the accused, and three members named by the grievance committee, one of whom is appointed by the grievance committee to serve as chair. All five members must be chosen from the University community.
   All policies pertaining to Grievance Committee hearings apply to a special hearing committee.

7. Records
   The chair of the Grievance Committee shall keep all records pertaining to grievance procedures. These records shall include the following:
   a. The written complaint, the written response to the complaint, and all documents related to the case.
   b. The judgment rendered by the Grievance Committee and/or the hearing committee.
   c. Documentation of redress taken.
   Records relevant to the grievance process shall be kept on file for three years. All records pertaining to the grievances shall be kept in strict confidence and shall be available only to the Grievance Committee, parties to the grievance, and the Walla Walla University President and Vice-Presidents.

8. Each party and witness who appears before the Grievance Committee or any special hearing committees will be asked to sign in the presence of two witnesses a statement which reads as follows: "Out of consideration for the benefits that I and other members of the university community receive from the grievance process, I will not use the information given to the committee in any defamation suit."

1.8.1.3 GRIEVANCE PROCESS IN MATTERS OF ACADEMIC FREEDOM INVOLVING CHURCH BELIEFS
In the context of the university's policy on academic freedom (see Code of Ethics p. 31) allegations that a faculty member is teaching or publishing material which is basically different from the beliefs of the Seventh-day Adventist Church are
dealt with through the normal channels of counseling (prescribed in the institution's working policy). This process involves the faculty member, the department chair, and other academic officers of the institution. As long as these allegations are deemed by the officers of the institution to be of insufficient consequence to warrant actions, the faculty member's employment, promotion, continuous appointment, or opportunities for professional development will not be affected.

If allegations that a faculty member is teaching or publishing material which is basically different from the beliefs of the Church become so serious that administrative officers wish to take them into consideration in making decisions regarding the faculty member's employment, promotion, continuous appointment, or opportunities for professional development in the institution; or if the faculty member believes that the allegations are affecting such decisions, then the President shall arrange for an ad hoc committee of professional peers to hear the matter fully. The committee shall consist of from four to six persons chosen by the full professors of the faculty and one person chosen by the faculty member involved. This committee must proceed with serious purpose, complete honesty, and a scrupulous fairness in adjudicating the points at issue and in protecting the freedom of the faculty member, the rights of the academic community, and the integrity of the Church. Prior to the hearing, the faculty member shall be informed in writing of the charges against him or her. A complete written record of the hearing shall be available to the parties concerned.

If the hearing committee finds that the views of the faculty member have scriptural basis and are compatible with the cardinal beliefs of the Church, it will so report to the President. If the committee finds that the faculty member's teachings are unscriptural or basically at variance with fundamental church positions, it will then inform him or her and advise the faculty member to (a) restudy the matter, and (b) refrain from presenting the views in question, or (c) make such other report as seems proper to the committee. A written report shall be made to the President and to the faculty member. At this point the matter is terminated, and the officers of the institution shall, insofar as possible, protect the faculty member from intimidation and unfair consequences which may result from the matter.

Inasmuch as these proceedings are strictly collegial in nature, at no stage of the hearings will either the administration or the faculty member be represented or accompanied by legal counsel.

1.9 METHOD OF IMPLEMENTATION

The standard form for committee procedures consists of the following categories:

1.9.1 PROTOCOL (HOW THE COMMITTEE CONDUCTS BUSINESS)

1. Procedures for developing and distributing agendas.
2. Procedures for taking actions (votes, etc.).
3. Committee workloads
4. Other protocol procedures peculiar to specific committee:
   For example,
   · Procedures describing when key tasks are to be performed and rational for this timing.
   · Procedures for processing appeals, reports, proposals, recommendations, or documents received by the committee.
   · Procedures for processing appeals, reports, proposals, recommendations or documents to be sent to other governance bodies.
   · Procedures for making individual or sub-committee work assignments.

1.9.2 COMMUNICATION (WHAT AND WITH WHOM THE COMMITTEE COMMUNICATES)

1. Procedures for communicating minutes of meetings among members and to other appropriate governance bodies.
2. Other communication procedures peculiar to specific committee:
   For example,
   · Procedures for maintaining and enhancing communication with individuals and other governance bodies.
   · Procedures of maintaining confidentiality.

1.9.3 DOCUMENTATION (HOW THE COMMITTEE BUILDS MEMORY)

1. Procedures for incorporating rationale into each action or recommendation.
2. Procedures for recording and permanently filing a history of the committee's work.
3. Other documentation procedures peculiar to specific committee:
   For example,
   · Procedures for transferring the history of the committee's work to an incoming chair.
2 ADMINISTRATIVE

2.1 OFFICERS

(Charter)
The university administration includes the President, the Chief Academic Officer, the Chief Financial Officer, the Chief Student Administration Officer, the Chief Development Officer and the Chief Marketing and Enrollment Officer.

In the absence of the President, final responsibility for university affairs rests on the officers in the order named above.

2.1.1 PRESIDENT

(Charter)
Primary delegation of authority from the Board of Trustees for the conduct of the University is to the President, who is responsible for all university affairs. The President interprets and executes the policies of the board in relation to the faculty and staff, to the student body, and to the community. Although he or she delegates authority for the carrying out of administrative details, the President is concerned not only with the execution of the work, but also with the methods used.

(Bylaws)
1. In carrying out his or her responsibility to the Board of Trustees, the President is expected to
   a. Prepare and maintain a long-range program for the development of the University in harmony with its traditions and resources;
   b. Act as the medium of communication between the Board of Trustees and the faculty and staff;
   c. Prepare and present to the board annual comprehensive reports, including the annual audited financial statement and pertinent enrollment and personnel data;
   d. Make recommendations on general policies, institutional finances, and faculty and staff matters regarding such things as appointment, salary, assignment of rank, tenure, promotion, leave of absence, and severance;
   e. Direct in the preparation of the annual operational and improvement budget and present it to the Finance Committee and to the board;
   f. Appoint the senior administrators of the University with the concurrence of the board;
   g. Appoint, promote, reassign, discipline, or discontinue other administrators and non-academic staff within the guidelines of campus governance documents and North American Division and General Conference working policies;
   h. Serve as secretary to the Board of Trustees of the University and to the Executive Committee of the board, and as the president of the corporation.

2. In carrying out his or her responsibility to the administrative officers, to the faculty, and to the staff, the President is expected to
   a. Promote the academic well-being of the University through participation in and direction of academic planning, regular assessment of academic programs, and faculty development;
   b. Promote unity of purpose among the faculty and staff, assuring each member of the confidence of the president's office and the right to express frankly his or her views in the discussion of university problems;
   c. Bear primary responsibility for the religious life of the University;
   d. Assign the duties of the senior administrators;
   e. Study university needs with the Vice-President for Academic Administration, the Vice-President for Financial Administration, and the Master Planning Committee, and present these needs to the board;
   f. Serve as chair of the Cabinet;
   g. Be responsible, with the Vice-President for Academic Administration, for senior presentations and commencement exercises;
   h. Be responsible, through the office of the Vice-President for Spiritual Life and Mission, for assembly and vesper services and for weeks of devotion;
   i. In consultation with the Vice-President for Academic Administration and the Chair of Faculty Senate, appoint ad hoc committees of the faculty and staff that are not specifically designated in the GOVERNANCE HANDBOOK;
   j. Preside at faculty meetings;
   k. Carry out the academic and other policies and regulations as developed by the appropriate faculty bodies and published in university publications;
   l. Serve as an ex officio member of all governance committees, to which he or she may direct recommendations;
   m. Appoint the sponsors for all student organizations in consultation with the Vice-President for Student Life;
   n. Select problems for investigation by the faculty and staff and receive reports based on such investigations;
   o. Assign non-instructional duties to the members of the faculty and staff.
3. In carrying out his or her responsibility to the community and the constituency, the President is expected to
   a. Represent the University as its official spokesperson to public and private agencies and bodies;
   b. Oversee the development and public relations programs of the University;
   c. Be involved actively in securing major financial gifts from individuals, corporations, and foundations;
   d. Be responsible for recruitment and admissions programs and policies;
   e. Represent the University to its various constituencies through both university publications and personal visits and
      through service on various boards and committees.

4. In meeting his or her responsibility toward internal administrative matters, the President is expected to
   a. Be responsible for publications of the University;
   b. Maintain a Central File of the minutes of Faculty-in-Session and the committees specified in the Governance
      Handbook. The Central File is to be kept in perpetuity;
   c. Oversee access for faculty and staff to current committee minutes as specified in committee descriptions. Minutes
      are considered current for a period of five years;
   d. Maintain faculty and staff personnel records;
   e. Serve as chief disciplinary officer of the University.

2.1.2 VICE PRESIDENT FOR ACADEMIC ADMINISTRATION

(Chart)  
Chief Academic Officer
The chief academic officer is (under the President) the secretary of the corporation and the chief officer in charge of the
educational programs of the University. He or she is responsible for the effective organization and coordination of all
formal instructional services. He or she has general responsibility for fostering instructional service programs of high
quality and particular responsibility for applying academic policies adopted by the faculty.

Any associate dean(s), the graduate dean, the deans of schools, department chairs, the Registrar, and the directors of
libraries and other academic services report to the chief academic officer, who holds ex officio membership on all faculties
and committees, to which he or she may direct recommendations.

The chief academic officer exercises educational leadership by preparing and presenting to the faculty policies and plans for
furthering the educational task of the school, working toward general improvement of the academic achievement of the
student body, and toward a climate of learning conducive to excellence.

(Bylaws)
Chief Academic Officer: Vice-President for Academic Administration and Associate

1. In carrying out the responsibilities of the office, the vice-president is expected to
   a. Act as the officer in charge of the University in the absence of the President;
   b. Work with the President in matters relating to the selection, development, organization, and working conditions
      of faculty personnel, and, in consultation with department heads and the Rank and Tenure Committee,
      recommend to the President and the board the appointment, reappointment, or promotion of teachers;
   c. Lead out in the construction of curricula, course sequences, and honors programs and propose academic policies
      for their governance;
   d. Supervise instructional methods, faculty evaluations, grading systems and policies, and the educational use and
      development of the library, as well as other buildings, rooms, and equipment assigned to the instructional
      program;
   e. Conduct periodic reviews of department chairs/school deans at the end of each chair/dean term and, in
      consultation with faculty members in the department or school, prepare a written evaluation to the chair/dean;
   f. Supervise the admission, registration, and graduation processes of the University;
   g. Develop, measure, and evaluate student retention programs for the University;
   h. With the counsel of the Registrar, determine who has satisfied graduation requirements and present their names
      to the President and Board Chair for approval;
   i. Conduct periodic statistical studies on the scholastic program, provide testing programs to evaluate academic
      achievement of Walla Walla University students in comparison with national or other norms, and report these
      findings to the faculty and the Board of Trustees, as requested by the President and the Board;
   j. Report to accrediting bodies and agencies of the Seventh-day Adventist Church concerned with higher education
      as well as similar secular bodies of which the University is a member;
   k. Supervise and coordinate the preparation of copy for bulletins, schedules, and announcements of an academic
      nature;
   l. In association with the President and in consultation with the faculty, prepare the academic calendar;
   m. Foster research, scholarly publication, and creative academic activities on the part of faculty members;
n. Maintain Campus Copyright Policies [Appendix J p. 113] and, in consultation with the Director of Libraries, revise policies in accordance with federal and international copyright laws.

o. Participate in the preparation of the budget for the instructional program of the University, in association with the President and the Vice-President for Financial Administration and in consultation with the heads of the instructional departments;

p. Delegate responsibility to the associate vice-president;

q. Perform such other duties and functions as the President may assign.

2. In carrying out the responsibilities of the office, the Associate Vice-President is expected to

a. Administer student academic concerns and academic support areas of the University;

b. Chair the Pre-professional Committee;

c. Serve on the Cabinet, Faculty Senate, and Pre-professional and Technical Support Services Committees;

d. Serve, if asked, as designee of the Vice-President for Academic Administration on the Admissions, Academic Standards, and Curriculum Committees and the Graduate Council;

e. Serve as the International Affiliation Coordinator

2.1.3 VICE PRESIDENT FOR FINANCIAL ADMINISTRATION

(Chart)
Chief Financial Officer

The Chief Financial Officer is the treasurer of the corporation and chief business officer of the University, and is responsible to the President for carrying out the financial and business policies of the University, administering the physical assets and all revenues and expenditures, and controlling all business activities.

(Bylaws)
Chief Financial Officer: Vice-President for Financial Administration and Associate

1. In carrying out his or her responsibility to the President, the Vice-President is expected to

a. Act as the officer in charge of the University in the absence of the President and the Vice-President for Academic Administration;

b. Recommend to the President persons to serve as directors of the financial and service departments;

c. Prepare or direct the preparation of such financial reports as may be required by the President and the Board of Trustees;

d. Advise the President on the financial operations of the University;

e. Recommend to the President plans for major building infrastructure changes and major repairs to the physical plant;

f. Perform such other duties and functions as the President may assign.

2. In carrying out his or her responsibility to the faculty and other staff members, the vice-president is expected within budget limitations to

a. Provide suitable personnel, either student or non-student, for the maintenance and operation of all departments;

b. Assist university personnel in locating suitable housing;

c. Provide suitable supplies and equipment for the operation of teaching, industrial, and service departments.

d. Communicate to university personnel current employment benefits and financial policies of the university [Appendix C p. 90, Appendix D p. 93, Appendix F p. 96]. The Vice-President for Financial Administration, in consultation with the Director of Human Resources, is responsible for revisions to Appendices C, D, and F.

3. In carrying out his or her responsibility to students and their organizations, the vice president is expected to

a. Provide financial counsel through the Student Financial Aid Office to students and their parents or guardians;

4. As custodian of all university property, the vice-president is expected to

a. Be responsible for all physical property belonging to the University and keep an accurate inventory thereof;

b. Provide for prompt and adequate repairs and maintenance for all university equipment and buildings used by university personnel or others;

c. Make certain that all property of the University subject to damage, or potentially hazardous to life or property, is and continues to be insured against loss to the University in amounts deemed reasonable by proper insurance counsel.

5. In carrying out his or her responsibility to the constituency and community, the vice-president is expected to

a. Promote harmonious relations with all university suppliers and customers of university enterprises, so that the University as an institution may make effective Christian witness;

b. Sign checks and official documents in the name of the University, when authorized by the CHARTER, BYLAWS, or the Board of Trustees;
c. Control expenditures in harmony with the budget approved by the Board of Trustees or for which the Board has made specific appropriation.

6. In carrying out the responsibilities of the office of the Vice-President for Financial Administration, the associate vice-president is expected to
   a. Act on behalf of the Vice-President for Financial Administration in his absence.
   b. Serve on the following committees: Board Facilities, Board Finance, Board Investment, Cabinet, and Personnel.
   c. Supervise the management of non-dormitory student housing.
   d. Act as Controller of the University.
      - Supervise the preparation of managerial and audited financial reports.
      - Manage the investment of funds of the University in accordance with the President’s directives as set forth in policies and regulations of the Board of Trustees and account for all such investments.
      - Provide for all payroll and other disbursements and transactions with university employees and properly account for these.
      - Provide accounting and banking services for student organizations.
      - Provide to students and their parents prompt and accurate statements of their accounts with the University.
      - Maintain in a safe place, all funds, securities, deeds, and other instruments of the University.
      - Supervise all university accounting and provide adequate records of transactions with all persons and firms doing business with the University.
      - Supervise the receipt of all revenues to the University from all sources and properly account for and safeguard them until disbursed according to budget plans or donor restrictions.

2.1.4 VICE PRESIDENT FOR STUDENT LIFE AND MISSION
(Charter)
The Vice President for Student Life and Mission serves as the chief student administration officer and is responsible to the President for overseeing campus spiritual and social activities, representing student interests to the President, and ensuring that student life is in harmony with the University mission.
(Bylaws)
In carrying out the responsibilities of his or her office, the vice-president is expected to
A. Act as the administrator in charge of university affairs in the absence of the President, the Vice-President for Academic Administration, and the Vice-President for Financial Administration;
B. Be responsible for continual evaluation of all phases of student experience other than academic, archive evaluative data, and report such information as requested by appropriate University administrators;
C. Direct the administration of university policies governing student experience in areas other than academic;
D. Serve as executive officer in the administration of discipline to students;
E. Coordinate the work of the residence hall deans on the College Place and Portland campuses, and administer off-campus housing requests;
F. Supervise the operation of ASWWU (and all student based organizations); the Campus Health & Wellness, Counseling and Testing Services, Food Services, Campus Security, Student Activities, Village Student Life, Chaplain's Office, Campus Ministries, Student Missions, and Village Property Management;
G. Serve as chair of the Campus Life Committee, Resident Life Council, Departmental Directors, Discipline Committee, and Housing Committee, and serve on campus committees related to student life and mission as directed by policy or the President;
H. Serve as co-sponsor of ASWWU;
I. Be responsible for the preparation and publication of the Student Handbook;
J. Maintain custody of student personnel records;
K. Oversee planning and conducting of CommUnity programming;
L. Maintain campus policy relating to the privacy of campus health records [Appendix P.2 p. 141] and, in consultation with the Campus Health Director, revise policies in accordance with state and federal law;
M. Perform such other duties and functions as the President may assign.

2.1.5 VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
(Charter)
Chief Officer for University Advancement
The chief officer for university advancement is in charge of university development and growth, and is responsible to the President for fund-raising and alumni relations.

(Bylaws)
Chief Officer for University Advancement: Vice-President for University Advancement

1. In carrying out the responsibilities of his or her office, the vice-president is expected to
   a. Act as the administrator in charge of the University in the absence of the President, the Vice-President for Academic Administration, and the Vice-Presidents for Financial and Student Life;
   b. Oversee the alumni office and its programs;
   c. Represent the University to the alumni and other groups or persons interested in the progress of the University;
   d. Construct and maintain in cooperation with the President an active development program with the goal of providing additional financial resources for the University;
   e. Direct the University Advancement Office in all its activities.
   f. Perform such other duties and functions as the President may assign.

2.1.6 VICE PRESIDENT FOR MARKETING AND ENROLLMENT SERVICES

(Charter)
Chief Officer for Marketing and Enrollment Services

The chief officer for Marketing and Enrollment Services is in charge of maintaining a positive image for the University, and is responsible to the President for administering recruitment and admission of students, and for overseeing public relations.

(Bylaws)

1. In carrying out the responsibility of the office, the vice-president is expected to
   a. Develop, implement and sustain a comprehensive, data-driven, annual strategic marketing plan to broaden awareness of the university, its programs, and initiatives among internal and external constituencies.
   b. Promote a collegial and collaborative environment by working closely with the campus community to build and maintain support for effective implementation of the marketing plan for the advancement of the University and its programs.
   c. Evaluate results of strategies implemented on an ongoing basis, using benchmark data and other quantitative and qualitative measures.
   d. Identify trends and make studied projections to inform enrollment goals and the university's slate of academic programs.
   e. Develop and promote the university's key message, branding images, and integrated communications strategy in collaboration with the campus administration; authorize appropriate use of the WWU brand.
   f. Develop and maintain effective systems, data-driven strategies and processes in order to identify, recruit, and enroll qualified students and to meet student enrollment goals.
   g. Work collaboratively with deans, departmental chairs, and administration to provide the vision, strategy, and technical and operational direction to enhance current and future enrollment across the diverse academic programs offered by the university.
   h. Structure a continuously reflective and analytically rigorous dialogue with senior administration about enrollment realities and possibilities.
   i. Identify venues and events that provide strategic opportunities for recruitment. Design and implement an effective presence for the university at these venues and events.
   j. Oversee admission of students in accordance with the university's admission policies.
   k. Oversee analysis of admissions metrics, identify performance opportunities and ensure training is delivered in support of achieving university enrollment goals and objectives.
   l. Promote and develop use of new and emerging technologies in the admission process.
   m. Provide oversight and coordination for the communications functions performed by University Relations, including public information, web content/design, graphics and design services, branding image, and strategic planning and campaign communications.
   n. Develop and oversee timely internal and external institutional communication processes.
   o. Oversee policy and practice in internal and external communication of issues and crises affecting the university.
   p. Provide communication support to Advancement and the Office of Alumni and Parent Relations.
   q. Supervise the Director of Recruitment, Director of Admissions, Director of Student Information, Director of Marketing, Director of University Relations and the Administrative Assistant.
   r. Chair or designate a chair for the Admissions Committee and co-chair the Financial Aid and Scholarship Committee;
   s. Serve on the President's Cabinet.
2.1.7 ASSISTANT TO THE PRESIDENT FOR DIVERSITY

(Charter)

The Assistant to the President for Diversity will serve the University’s mission by:

A. promoting awareness, respect, understanding and support for the diverse backgrounds and experiences represented by students, staff, faculty and administrators in the campus community, and

B. assisting in recruitment and retention of students, staff, faculty and administrators representing diverse backgrounds and experiences.

(Bylaws)

1. In carrying out the responsibilities of the office, the Assistant to the President for Diversity is expected to:
   a. Inform and advise the campus community on issues of diversity in academia and in SDA higher education.
   b. Develop and promote programs and activities that inform and educate the campus on issues of diversity
   c. Assist in recruitment and retention of students, staff, faculty and administrators of diverse backgrounds.
   d. Represent diverse perspectives to the President as a member of President’s Cabinet.
   e. Serve as adviser to campus clubs, organizations and committees on issues associated with diversity.
   f. Oversee implementation and maintenance of a diversity plan for the University.
   g. Serve as chair of the campus Diversity Council.
   h. Perform such other duties and functions as the President may assign.

2.2 COMMITTEES

2.2.1 PRESIDENT

2.2.1.1 CABINET

(Bylaws)

1. The Cabinet is responsible to the President.

2. The committee consists of the President, chair; the Vice-Presidents; the Associate Vice-President for Academic Administration; the Associate Vice-Presidents; the Assistant to the President for Diversity; the Faculty Senate Chair; and others appointed annually by the President.

3. The committee advises the President in relation to responsibilities delegated to him or her by the board and in relation to issues of campus administration.

4. The committee at least once each month as called by the chair.

(Procedures)

1. Protocol
   a. The President solicits agenda items from Cabinet members. Agendas are distributed at the beginning of meetings.
   b. Presidential actions are guided by consensus but advisory votes may be requested.
   c. Committee workload (average, in clock hours per quarter)
      Chair: 
      Members: 
   d. Other protocol procedures:
      · Items may be referred to other committees or administrative offices.
      · Documents and recommendations from governance entities may be reviewed while under consideration.

2. Communication
   a. Minutes of the previous meeting approved. Corrected minutes are distributed by mail to Cabinet members.
   b. Other communication procedures:
      · The committee maintains confidentiality consistent with professional ethics.
      · Cabinet actions are communicated to the persons involved by the President or designated vice-president.

3. Documentation
   a. The minutes include rationale for all actions taken.
b. Files of all minutes, with supportive documents, are kept in the president's office, and copies are sent to the Central File.

2.2.1.2 GRIEVANCE
(Bylaws)
(See also Grievance Process p. 10.)

1. The Grievance Committee is responsible to the President.

2. The committee consists of six members and a non-voting chair. The six members include two faculty members elected by the faculty; two students selected by ASWWU; and two staff members elected by the staff by a method recommended by the Nominating Committee and approved by Staff Council. There must be one man and one woman in the representatives from each faculty, student, and staff group. For each member of the committee an alternate is elected to serve in the absence of the member. The chair is appointed by the Nominating Committee.

3. The term of membership is two years. The terms are staggered for the members of the student, faculty, and staff groups.

4. The work of the committee and the grievance procedure are outlined in the Grievance Process p. 10.

5. The committee meets when called by the chair. Meetings are called within two weeks after the submission of a grievance. All members or their designated alternates must be present in order for the committee to act.

(Procedures)

1. Protocol
   a. Agendas are developed by the chair as the need arises and, to preserve confidentiality, are distributed in sealed envelopes or are communicated verbally to the members.
   b. All members (or alternates) must be present before committee business can be conducted. The chair is a non-voting member.
   c. Committee workload (average, in clock hours per quarter)
      Chair: 5 hrs
      Members: 5 hrs
   d. Other protocol procedures:
      · Grievances must be submitted to the committee using the appropriate forms available from the chair.
      · Recommendations by the committee are made to the parties involved in the grievance and to University Administration. Such recommendations must be in writing so that the proceedings of a case can be clearly documented.
      · The committee is called by the chair when a grievance is submitted or when other business regarding the operation of the committee must be considered.

2. Communication
   a. Minutes of the meetings are circulated for consideration and approval when the committee meets. The chair retains all copies of the minutes and other documents pertaining to the grievance so as to minimize the possibility that confidentiality will be breached.
   b. Other communication procedures:
      · For meetings dealing with matters of procedure or other issues not pertaining to a grievance, the minutes and any other documents may be distributed freely to the members.
      · Communications between the parties to a grievance and the committee should be in writing to and from the chair.
      · All decisions and recommendations made by the committee with regard to a grievance must be communicated by the chair in writing to the parties involved.

3. Documentation
   a. Decisions and recommendations of the committee must be in writing and include the rationale which was used in coming to each decision.
   b. Records of the grievance proceedings are kept by the chair for a period of three years after the close of the case and then discarded by shredding.
   c. Other documentation procedures:
      · Any grievance procedure must be carefully documented by the chair. Such documentation must include all documents submitted by the parties involved in the grievance, minutes of the committee meetings at which the case was considered, and a written summary, with dates, of all oral communications pertaining to the grievance which the chair has with either of the involved parties.
A notebook which includes forms for submitting grievances, records of recent grievance cases, etc. resides with the chair and is given to the new chair when the term of service expires.

Minutes are taken by the committee secretary.

2.2.1.3 AMERICANS WITH DISABILITIES ACT (ADA)

1. The ADA Committee is responsible to the President.
2. The ADA Committee consists of seven ex officio members, one faculty representative, and one student representative. Ex officio members are chosen because of their expertise in certain areas relating to ADA. These members are the Associate Vice-President of Academic Administration; Director of Admissions; Director of Risk & Safety Management; Director of Human Resources; Director of Plant Operations or designee; Special Services Coordinator; and Vice President of Student Life or designee. The faculty representative is appointed by the Nominating Committee. The student representative is selected by ASWWU.
3. An ADA Executive Committee carries out the work assigned to it by the larger committee. The Executive Committee consists of the Associate Vice-President for Academic Administration; Director of Risk & Safety Management; Special Services Coordinator; and Vice-President for Student Life or designee.
4. The chair of both the ADA Committee and the ADA Executive Committee is appointed by the President.
5. For appointed members, the term of membership is two years.
6. The work of the ADA Committee is to
   a. support the campus ADA Policy in accordance with state and federal laws.
   b. Provide a leadership role in campus planning for disabilities.
   c. Maintain and implement updates of the policy and policy guidelines [Appendix L p. 127].
   d. Recommend to the appropriate bodies suggestions regarding implementation accommodation, and equipment needed to comply with regulations.
   e. Seek grants to fund the University in campus-wide compliance.
   f. Act on appeals regarding accommodation by faculty/staff and students.
   g. Give direction to the Director of Human Resources and Special Services Coordinator regarding accommodation.
   h. Develop working policies and handbooks for faculty/staff and students.
7. The committee meets at least quarterly. Meetings are called by the Chair.

(Procedures)
1. Protocol
   a. The chair develops the agendas and distributes them at the meeting.
   b. Actions are taken by majority vote. On certain issues, action is taken by consensus.
   c. Other protocol pertaining to the ADA Committee
      · The ex officio committee members will be expected to review ADA requests relating to their areas and make recommendations to the committee on how these standards are being met.
      · The ADA Committee is responsible for hearing appeals of actions taken by the ADA Executive Committee. Members of the ADA Committee may be assigned the task of forming subcommittees, which may include non-committee members, for the purpose of studying specific issues.
      · The ADA Committee is responsible to assess its work.
2. Communication
   a. Minutes of the meetings are recorded by a designated committee member.
   b. Minutes are distributed to all members of the committee, the President, and are available in the chair’s office. They are sent to the central file as sensitive minutes.
   c. Minutes and procedures on sensitive cases follow guidelines on confidentiality.
3. Documentation
   a. A summary of the rationale is included along with the action taken.

2.2.1.4 BUDGET COMMITTEE

(Bylaws)
1. The Budget Committee is responsible to the President.
2. The committee consists of the President, chair; the Vice President for Financial Administration, vice-chair; six ex-officio members - the Vice President for Academic Administration, the Vice President for Student Life and Mission, the Associate Vice President for Financial Administration, secretary; the university controller, the chair of Faculty Senate, the chair of University Master Planning Committee (or designee); two faculty members elected by the faculty, and two non-academic budget managers elected by the staff.

3. The term of membership for elected members is four years. Terms are staggered to provide continuity.

4. The work of the committee is to:
   a. Develop a three-year rolling operating budget plan for the university with specific emphasis on the next fiscal year by interacting with budget managers (persons who control financial expenditures from any part of the university budget), and the Vice President or President to whom they report (area administrator). In creating the university budget, the Budget Committee will:
      1. provide information to budget managers and area administrators regarding financial trends within their areas of responsibility.
      2. request input from budget managers regarding anticipated budget needs and requests.
      3. compile and evaluate requests with regard to available resources, with detailed allocations within departments subject to the oversight of the respective area administrator, in consultation with financial administration.
      4. prepare budget recommendations for submission to the University Board.
   b. monitor current expenditures of the university to:
      1. assess expenses in relation to budgets.
      2. alert administrators and budget managers to budgetary concerns.
      3. evaluate the university budgeting process.
      4. develop long-range financial plans for the institution in consultation with University Master Planning Committee.

5. The committee meets at least monthly during the school year, and as needed during the summer. Meetings are called by the chair or the vice chair. The vice chair may chair the committee in the chair's absence.

(Procedures)
1. Protocol
   a. Agendas are developed by the secretary, in consultation with the chair and vice chair, and distributed at each meeting.
   b. Actions are taken by majority vote or by consensus.
   c. Committee workload (average in clock hours per quarter)
      1. Chair: 20 hours
      2. Vice Chair: 30 hours
      3. Secretary: 60 hours
      3. Members: 15 hours
   d. Other protocol procedures:
      1. The vice chair will provide budget projections to budget managers based on anticipated costs for fixed expenses such as wages and benefits and for general departmental expenses.
      2. Each budget manager will respond by providing estimated costs and rationales for additional budget requests.
      3. The committee will then interact with budget managers in finalizing budgets, encouraging a proactive dialog and openness in the university budgeting process.
      4. The committee will work closely with administrators and budget managers throughout the year to monitor compliance with the budget.
      5. The committee will assess the budget process through an annual review seeking the input of budget managers.
   e. Communication
      1. Minutes of the meetings are recorded by the secretary.
      2. Minutes are distributed to all members of the committee and are available at the chair's office. Minutes are kept in the central file for archival purposes but are not available to the campus or the public in electronic format.
   f. Documentation
      1. A summary of the rationale is included along with each action taken, which may be in the form of notations in the minutes or an attachment to the original of the minutes.
2.2.1.5 DIVERSITY COUNCIL

(Bylaws)

1. The Diversity Council is responsible to the President.
2. The committee consists of the Assistant to the President for Diversity, chair; five ex officio members—the President, the Vice President for Academic Administration, the Vice President for Marketing and Enrollment, the Director of Human Resources, the ASWWU President (or designee); one faculty member elected by the faculty, two faculty members appointed by Nominating Committee, one staff member elected by the staff, one staff member appointed by the Staff Council, one student appointed by the ASWWU, and one community member appointed by the President.
3. The term of membership for elected and appointed faculty members is three years. The term of membership for elected and appointed staff is two years. Terms are staggered to provide continuity. The student and community members serve for a one-year term and may be reappointed to successive terms.
4. The work of the committee is to:
   a. develop a diversity plan for the University;
   b. help in planning and encouraging campus diversity events and services;
   c. advise the Assistant to the President for Diversity on the development of policies and practices that enhance awareness of diversity issues for the campus;
   d. advise administrative and departmental search committees regarding best practices for considering diversity issues in hiring decisions;
   e. advise administration on responses to campus incidents involving matters of diversity;
   f. assess diversity events and services of the campus, diversity awareness, and the diversity makeup of the campus.
5. The committee meets monthly as called by the chair.

(Procedures)

1. Protocol
   a. Actions are taken by majority vote or by consensus.
   b. Committee workload (average in clock hours per quarter)
      1. Chair, hours 15
      2. Members, 7.5 hours
   c. Other protocol procedures:
   d. Communication
      1. Agendas are developed by the chair and distributed at each meeting.
      2. Minutes of the meetings are recorded by the secretary, designated from among committee members at the start of each new academic year.
   e. Documentation
      1. Minutes are distributed to all members of the committee and are available to campus faculty, staff and students. Minutes are kept in the central file for archival purposes.

2.2.2 VICE PRESIDENT FOR ACADEMIC ADMINISTRATION

No committees.

2.2.3 VICE PRESIDENT FOR FINANCIAL ADMINISTRATION

2.2.3.1 RISK AND SAFETY MANAGEMENT

(Bylaws)

1. The Risk & Safety Management Committee is responsible to the Vice-President for Financial Administration.
2. The committee consists of the following permanent members: Chair - Vice President for Financial Administration; Secretary - Director of Risk & Safety Management; Director of Campus Security; Director of Plant Services; Plant Services Safety Coordinator; Director of Human Resources; Vice President for Academic Administration or designee; a non-voting representative from Adventist Risk Management.
3. All the members are ex-officio.
The committee’s goal is to provide a safe and healthy environment for employees, students and others, and to assist in minimizing risks for the institution. The Committee will review reports and campus education programs, as well as the minutes of the Risk and Safety Management sub-committees, and will recommend priorities. Employees will be notified that safety concerns for any of the University campuses may be communicated to the Director of Risk & Safety Management.

The committee meets at least once a quarter.

(Procedures)

1. Protocol
   a. The chair develops the agenda and distributes it at least three days in advance of meetings.
   b. Actions are taken by vote or consensus.
   c. Other protocol procedures:
      The committee reviews and evaluates:
      - the annual report from each Risk & Safety Management entity;
      - the annual Adventist Risk Management Site Survey for each campus;
      - the work of the Risk & Safety Management Sub-committees;
      - safety recommendations from employees, students and others’ safety recommendations;
      - and recommends priorities.
      - The secretary takes minutes and distributes them.

2. Communication
   a. Minutes are kept in the office of the Vice-President for Financial Administration.
   b. Other communication procedures:
      - The committee makes recommendations to departments and the President, with an annual Summary Report going to Administration.

3. Documentation
   a. Rationale for each action and recommendation is included in the minutes.
   b. Minutes of each meeting are kept indefinitely on file in the Chair’s office.

2.2.3.2 FINANCIAL AID AND SCHOLARSHIP

(Bylaws)

1. The Financial Aid and Scholarship Committee is responsible to the Vice President for Financial Administration. The committee consists of the Director of Student Financial Services, chair; Vice-President for Office of Enrollment; Vice-President for Financial Administration; Vice-President for University Advancement or designee; Dean of Men; Dean of Women; Director of Academic Advisement; Director of Admissions; and two faculty members appointed by the President. A quorum shall consist of four voting members, one of whom must be a dean or a faculty member.

2. The term of membership for faculty appointments is five fiscal years.

3. The work of the committee is to:
   a. Recommend to the administration financial aid and scholarship policies.
   b. Oversee financial aid and scholarship policies.
   c. Review and approve upon petitions
   d. Review and approve requests for scholarship funding.
   e. Award scholarships for which no awarding group is designated.
   f. Administer the distribution of financial aid.
   g. Monitor the academic progress of financial aid recipients.
   h. Assure that financial aid and scholarships are awarded on a fair and non-discriminatory basis.

4. The committee meets when called by the chair.

(Procedures)

1. Protocol
   a. Agenda and supporting documentation are distributed to members prior to or at the beginning of meetings.
   b. Committee actions and decisions are taken by vote.
   c. Committee workload (average, in clock hours per quarter)
d. The committee sends recommendations and actions to Student Financial Services for implementation.

2. Communication
   a. Minutes of meetings are published and distributed to Student Financial Services personnel, the Vice-President for Financial Administration, and the President.
   b. Other communication procedures:
      · The chair notifies students in writing of committee actions pertaining to their petitions.
      · Actions on financial aid and scholarship policies are to the Vice President for Financial Administration
      · Confidentiality on student records is maintained, consistent with current legal requirements.

3. Documentation
   a. Committee actions are based upon:
      Federal, State, and institutional regulations; financial aid files; student account files; and supporting documentation.
   b. Minutes are kept in the Central File.
   c. Other documentation procedures:
      · Committee actions are recorded in individual student files with a letter explaining committee action.

2.2.4 VICE PRESIDENT FOR STUDENT LIFE AND MISSION

2.2.4.1 CAMPUS LIFE
(Bylaws)
1. The Campus Life Committee is responsible to the Vice-President for Student Life and Mission.
2. Membership includes the chair, appointed by the Vice-President for Student Life and Mission in consultation with the President; the Vice-President for Student Life, the Chaplain, the Dean of Men, the Dean of Women, one faculty member elected by the faculty, two male dormitory students, two female dormitory students, and three students from the village (one single male, one single female, and one married) elected by ASWWU.
3. The term of membership is two years.
4. The work of the committee is to
   a. Recommend actions and policy changes to the Faculty Senate;
   b. Assess issues related to students and their well-being and deal with these issues in the context of existing policies, drawing upon appropriate resources and resource persons as needed.
5. The committee meets at least once per quarter.
(Procedures)
1. Protocol
   a. The chair solicits agenda items from the faculty, the President, or the committee regarding issues of concern to students. Agendas are distributed at least one day in advance of meetings.
   b. Actions are taken by vote.
   c. Committee workload (average, in clock hours per quarter)
      Chair: 20 hrs
      Members: 10 hrs
2. Communication
   a. The chair sends minutes to members, the chair of Faculty Senate, and the President
   b. Other communication procedures:
      · At all times the committee works in an open manner.
3. Documentation
   a. All recorded actions include rationale.
   b. Minutes are kept in the office of the Vice-President of Student Life, and copies are sent to the Central File.

2.2.4.2 RESIDENT LIFE COUNCIL
1. The Resident Life Council is responsible to the Vice-President for Student Life.
2. Membership includes the Vice-President for Student Life, chair; the Director of the University Village Life & Apartment Housing; deans; associate deans; assistant deans; and student deans of the residence halls.

3. The work of the committee is to:
   a. Review residence hall policies and procedures.
   b. Examine and respond to residence life issues common to resident life.
   c. Approve "out of policy" requests for off-campus housing.
   d. Determine disciplinary actions for student misconduct outside of academic matters.

4. The committee meets weekly or when called by the chair.

(Procedures)

1. Protocol
   a. The chair sets the agenda and solicits items from committee members.
   b. Actions are taken by vote.
   c. Committee work loads:
   d. Other protocol procedures:
      · Meeting times are decided at the beginning of each quarter.

2. Communication
   a. Minutes are sent to members, the chair of Faculty Senate, and the President.
   b. Other communication procedures:
      · Communication with various sectors of the campus is the responsibility of the Vice-President of Student Life.
      · Committee records are kept confidential and recorded in a manner to protect the privacy of the involved parties.

3. Documentation
   a. Recommendations from the committee are accompanied by appropriately written statements of rationale and supporting documentation.
   b. Archival records of the work of the Resident Life Council are kept by the chair and given to succeeding chairs.

2.2.4.3 SPIRITUAL LIFE

(Bylaws)

1. The Spiritual Life Committee is responsible to the Vice-President for Student Life and Mission.

2. The committee consists of the following ex officio members: Campus Chaplain, chair; Vice-President for Student Life and Mission; the Dean of the School of Theology; the University Church senior pastor; the Vice-President for Student Life; the Dean of Men; the Dean of Women; the Director of Student Missions, the Director of Spiritual Development, Student Chaplain; the spiritual vice-presidents of AGA, the Village Club, OPS, and ASWWU; and the Community Service Coordinator.

3. The committee also consists of an associate pastor designated by the University Church senior pastor, a Walla Walla University Church member selected by the Church Ministries Placement Board, two students selected by ASWWU, one student selected by the Chaplain, one student selected by the Director of Student Missions, and one student selected by the Director of Spiritual Development, two faculty members elected by the Nominating Committee process, one staff member elected by the Staff Development Committee, and any other members appointed by the President.

4. The term of membership for non-ex officio members will be two years, which will terminate in alternate years.

5. The work of the committee is to
   a. Be concerned with the quality of spiritual life and recommend and/or initiate plans, programs, and activities fostering the spiritual growth of students, faculty, and staff;
   b. Approve, coordinate, and give direction to all organized spiritual activities which concern campus life;
   c. Approve plans and personnel for spiritual activities; e.g. prayer groups and study groups and weeks of prayer;
   d. Review and approve Spiritual Master Plan and assessments

6. The committee meets when called by the chair, at least once each quarter during the academic year.

(Procedures)

1. Protocol
   a. The chair sets the agenda in consultation with committee members and circulates the agenda to members several days before the scheduled meeting.
b. Decisions are usually made by consensus.

c. Committee workload (average, in clock hours per quarter)
  
  Chair:
  Members:

d. Other protocol procedures:
  1. Times and dates for meetings are decided at the beginning of each quarter.
     - The work of the committee is generally conducted by the entire group; however, specific tasks may be assigned to sub-committees.
     - It is the responsibility of the chair to process committee recommendations and documents for the perusal and action of other governance bodies unless specifically assigned otherwise by the committee.
     - Recommendations and/or documents from other governance bodies directed to the Spiritual Life Committee are processed in consultation with the chair, with appropriate communication following any actions taken.
     - Evaluate the spiritual life of the campus and all university coordinated spiritual programs and activities during each quarter.
     - In addition to broad based responsibility for providing guidance to spiritual activities and entities on campus, regular recurring tasks of the committee are as follows:
       Fall -
       Review organizational plans of spiritual activities for the current school year.
       Review proposed list of Student Week of Worship speakers.
       Review plans for Mission Emphasis Week.
       Winter -
       Review proposed list of Week of Worship speakers for Spring.
       Review and confirm nominees for prominent appointed student spiritual activities offices.
       Spring -
       Review proposed list of Week of Worship speakers for the following year.

 1. Communication
   a. Minutes are sent to the committee members, the President, the Vice-President for Academic Administration, the Chair of the Faculty Senate, the Student Association President, and the Executive Vice-President of ASWWU.
   b. Other communication procedures:
      - Communication with various sectors of the campus is the responsibility of constituency representatives who serve on the committee.
      - Most issues which the committee addresses are summarized and recorded in the minutes. However, from time to time confidentiality is necessary for the purposes of open discussion within the committee on particular issues.

 2. Documentation
   a. Recommendations from the committee are accompanied by appropriately written statements of rationale and supporting documentation.
   b. Archival records of the work of the Spiritual Life Committee are kept by the chair and given to succeeding chairs.

2.2.5 VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
No committees.

2.2.6 VICE PRESIDENT FOR MARKETING AND ENROLLMENT SERVICES

2.2.7 ASSISTANT TO THE PRESIDENT FOR DIVERSITY
No committees.

2.2.8 DESCRIPTION
(Charter)

2.2.9 GOVERNANCE STRUCTURE
(Charter)
2.2.9.1 CABINET  
(Charter)  

2.2.9.2 STANDING COMMITTEE  
(Charter)  

2.2.9.3 AD HOC COMMITTEES (PROPOSED)  
(Charter)  

2.2.9.4 ADVISORY COMMITTEES (PROPOSED)  
(Charter)
3 ACADEMIC

3.1 PERSONNEL

3.1.1 PRESIDENT
No personnel

3.1.2 VICE PRESIDENT FOR ACADEMIC ADMINISTRATION
No personnel.

3.1.3 VICE PRESIDENT FOR FINANCIAL ADMINISTRATION
No personnel.

3.1.4 VICE PRESIDENT FOR STUDENT LIFE
No personnel.

3.1.5 VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
No personnel.

3.1.6 VICE PRESIDENT FOR MARKETING AND ENROLLMENT SERVICES
No personnel.

3.1.7 VICE PRESIDENT FOR SPIRITUAL LIFE AND MISSION
No personnel.

3.1.8 DESCRIPTION
No description.

3.1.9 GOVERNANCE STRUCTURE
No description.

3.1.10 GRADUATE STUDIES
(Charte)
The dean of graduate studies administers the graduate studies program and is responsible to the chief academic officer.

(Bylaws)
1. **Choice**
   Nomination is made by the President and Vice-President for Academic Administration in consultation with a search committee chosen and directed by the President. The nomination is submitted to the Board of Trustees by the President.

2. **Duties**
   a. The dean is the executive officer of graduate studies and is responsible to the Vice-President for Academic Administration. It is the dean's responsibility to maintain effective group and individual communication with department chairs and the graduate staff in all graduate studies matters and to maintain a two-way communication between the administration and the Graduate Council. The dean has a special responsibility to ensure that graduate studies concerns are conveyed to Faculty Senate and to communicate Senate actions to the graduate studies staff.

   b. In consultation with colleagues, the dean formulates and promotes graduate studies aims, helps plan graduate programs to achieve those aims, recommends and assists in presenting to the Graduate Council and (as requested by graduate program chairs) to the Curriculum Committee graduate program changes, and helps evaluate the effectiveness of teaching and testing methods used in realizing the goals of graduate studies.

   c. The dean assists search committees in finding suitable candidates for vacancies in the graduate departments, promotes faculty and graduate studies memberships in professional associations, and in other ways attends to the professional needs of the graduate studies staff.

   d. The dean coordinates the financial matters of graduate studies. After consultation with the Graduate Council, the dean annually submits to the Vice-President for Academic Administration a budget for graduate studies operation, maintenance, improvements, and equipment. The dean advocates requisitions and requests from the graduate departments for library books and equipment. The dean is responsible to the Vice-President for Academic Administration for expenditure of budgeted monies, for approval of payment for received goods, and for the proper use and protection of all graduate studies supplies and property.
e. The dean is responsible for meeting the educational needs of students enrolled in graduate studies. In cooperation with graduate department chairs and staff, the dean ensures that graduate students are advised in their graduate programs and that they are recommended for candidacy for graduation on the basis of the satisfactory completion of their academic work.

f. Working with the Vice-President for Office of Enrollment, the dean seeks to promote graduate studies programs.

g. The dean advises graduate students in matters of admissions, citizenship, professional attitudes, and petitions.

h. The dean chairs the Graduate Council.

3.1.11 SCHOOL DEANS
(Chart)
The dean of each undergraduate school administers that school and is responsible to the chief academic officer.
(Bylaws)
The deans' selection, term of service, and basic duties are the same as those of department chairs (see immediately below).

1. School of Business
2. School of Education and Psychology
3. School of Engineering
4. School of Nursing
5. School of Social Work and Sociology
6. School of Theology

3.1.12 DEPARTMENT CHAIRS
(Chart)
The chair of each academic department administers that department and is responsible to the chief academic officer.
(Bylaws)

1. Choice of Chair
   The nomination of the chair of each department is made by the President and the Vice-President for Academic Administration in consultation with the entire staff of the department and is submitted to the Board of Trustees by the President.

2. Term of Service
   The term of service for a department chair is four years. At the end of that period, the procedure outlined in "1." above (Choice of Chair) is followed. The four-year term of a department chair may be shortened upon the recommendation of a majority of the staff and of the Vice-President for Academic Administration, made through the President to the Board of Trustees.

3. Duties of the Chair
   a. The chair is the executive officer of the department and is responsible to the Vice-President for Academic Administration. It is the chair's responsibility to maintain effective group and individual communication with the staff in all departmental matters and to maintain a two-way communication between the administration and his or her staff. The chair has a special responsibility to ensure that departmental concerns are conveyed to Faculty Senate and to communicate Senate actions to the department staff.

   b. In consultation with colleagues, the chair formulates and promotes departmental aims, plans course offerings to achieve those aims, recommends to the Curriculum Committee or the Graduate Council, as appropriate, through the Vice-President for Academic Administration, requirements for majors and minors, recommends class scheduling and teaching loads, and evaluates the effectiveness of teaching and testing methods used in realizing the goals of the department. The chair is responsible for maintaining a a regular, discipline-specific program of peer evaluation among faculty members of the department. (See 3.1.14.4 Responsibilities p. 33)

   c. The chair assists the Vice-President for Academic Administration in finding suitable candidates for vacancies in the department; in submitting recommendations for advancement in rank, appointment to tenure status, membership in professional associations, and attendance at conventions; and in other ways seeing to the professional needs of the staff.

   d. The chair coordinates the financial matters of the department. After consultation with the staff, he or she annually submits to the Vice-President for Financial Administration a budget for departmental operation, maintenance, improvements, and equipment. The chair approves all requisitions and all requests from the department for library books and periodicals. The chair is responsible to the Vice-President for Financial Administration for expenditure of budgeted monies, for approving payment for received goods, and for the proper use and protection of all departmental supplies and property.

   e. The chair is responsible for meeting the educational needs of students majoring or minoring in the department. In cooperation with the staff, the chair advises students in their academic programs and their course outlines and recommends their eligibility for graduation on the basis of the satisfactory completion of their academic work.

   f. The chair or designee serves as sponsor to clubs which promote the special interests of the department.
g. The chair advises students in matters of citizenship, professional attitudes, and employment.

3.1.13 LIBRARIANS

(Charter)
The Director of Libraries administers the university's libraries, including the one on the Portland campus, and is responsible to the chief academic officer.

(Bylaws)
1. Choice
   The nomination of the Director of Libraries is made by the Vice-President for Academic Administration, the professional librarians, and the Library Committee and is submitted to the Board of Trustees by the President.

2. Duties
   a. The director is the executive officer of the campus libraries and is responsible to the Vice-President for Academic Administration. It is the director's responsibilities to maintain a two-way communication between the administration and library personnel. The director has a special responsibility to ensure that library concerns are conveyed to Faculty Senate and to communicate Senate actions to the library staff.
   b. The director develops effective strategies for library management, collection development, planning and implementing of technical advances, and all other library services according to standard library procedure.
   c. The director assists the Vice-President for Academic Administration in finding suitable candidates for vacancies in the department; in submitting recommendations for advancement in rank, appointment to tenure status, membership in professional associations, and attendance at conventions; and in other ways attending to the professional needs of the staff.
   d. The director coordinates the financial matters of the university's libraries, submitting annual budgets for operation, maintenance, improvement, and equipment to the Vice-President for Academic Administration.
   e. The director maintains communication among the students, faculty, administrators, staff, and community members in matters concerning library services.
   f. The director maintains campus policy relating to the privacy of library user records [Appendix P.3 p. 142] and, in consultation with the Vice-President for Academic Administration, revises policies in accordance with state and federal laws.
   g. The director fosters cooperation with other libraries.
   h. The director serves on the Library Committee.

3.1.14 FACULTY

3.1.14.1 ETHICS AND RESPONSIBILITY

(Charter)
The faculty consists of administrators, teaching faculty, and, for voting purposes in faculty meetings, certain members of the administrative staff (see Faculty-in-Session p. 9 for a current list). Whenever the term "faculty" is used, it refers to these groups, unless otherwise indicated.

Code of Ethics*
Institutions of higher education are conducted for the common good and not to further the interest of either the individual faculty members or the institution as a whole. The common good depends upon the free search for truth and its free exposition. Academic freedom is essential to these purposes and applies both to teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the faculty in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Faculty members are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

Faculty members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

Faculty members are citizens, members of a learned profession, and representatives of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educators, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

*adapted from the American Association of University Professors 1940 Statement of Principles on Academic Freedom and Tenure.

(Bylaws)
1. Faculty members should consider their first duty in all circumstances to be the discovery and exposition of truth in their own fields of study.

2. Just as higher education is conducted for the common good of society, so faculty members should be concerned with the common good of all university entities. For students, faculty members should provide nurturing beyond classroom teaching. For colleagues, they should provide assistance in reaching professional goals, thereby enhancing the educational atmosphere. The University has a tradition of shared governance; faculty members should recognize their obligation to participate. Faculty members are leaders who enjoy community esteem; they should recognize their commensurate societal responsibilities and seek opportunities to serve.

3. Because of their special position in the University, faculty members must exercise restraint. Rightfully asking academic freedom for themselves, they should be careful to accord their students a like freedom; they should not exploit students financially or scholastically. Faculty members should avoid unfair competition with colleagues for position, rank, or students. During the school year they should avoid undertaking for pay extensive activities outside their university duties.

4. Faculty members should hold in confidence the ideas, needs, weaknesses, and failures of their students, as well as departmental or school matters not intended for dissemination. Faculty members should recognize that they owe to their profession, to their colleagues, and to their school a reasonable tact in the utterance of remarks.

5. Faculty members should be alert and cooperative in the detection and reporting to appropriate disciplinary agencies all cases of student dishonesty and misconduct harmful to the objectives and ideals of the department or University. It is their duty, however, to take care that students charged with offenses of this sort have opportunity for a hearing in order to ensure the submission of all relevant facts and a just disposition of their cases.

3.1.14.2 METHOD OF APPOINTMENT

(Chart)

1. Candidates are considered for appointment on the basis of Christian character, scholarship, professional preparation for and competence in a specific instructional field, and effective teaching potential.

2. When a faculty vacancy occurs or an addition to an academic department is anticipated, the department chair informs the Chief Academic Officer. After review by the University Master Planning Committee and approval by the CAO, the department chair, in consultation with the members of the department, initiates a search for the most qualified candidates. During the departmental evaluation, comments concerning the potential candidates are sought from at least two academically-related departments on campus. Upon completion of the departmental evaluation, the names of potential candidates with professional qualifications and experience are communicated in writing by the chair to the officer. Following the guidelines for rank and tenure, p. 34, evaluative data on each candidate, along with proposed rank and tenure status, are sent to the President. The President, following approval by the Board Sub-Committee for Academic Planning, presents the final recommendation to the Board of Trustees, which makes all tenure-track appointments.

3. In accordance with the standards adopted by the General Conference of Seventh-day Adventists, it is the policy of the University to employ in tenure-track positions faculty members who are members in good and regular standing of the Seventh-day Adventist Church.

4. Appointments are neither made nor refused on the basis of gender, race, color, handicap, or national origin. The University reserves constitutional and statutory rights as a religious institution and employer to give preference to Seventh-day Adventists for appointment in tenure-track positions. Department chairs, the administration, and the Board of Trustees should take into account the university's need to see that faculty members represent all segments of the population, including not only representatives from what are generally considered minority groups but also women.

5. The terms of appointment will be consistent with the provisions of the GOVERNANCE HANDBOOK (including rank, tenure, salary, and future status) and are in each case a matter of written statement. One copy of this statement is to be furnished by the President serving as secretary of the board to each of the following: the appointee, department chair, chief financial officer, chief academic officer, and the director of human resources. The agreement is not considered valid and complete until the appointee has accepted in writing. A sample letter of appointment and a new faculty employment form are included in Appendix E. The President, in consultation with the Director of Human Resources, is responsible for revisions to Appendix E.

6. Unless otherwise specified in the agreement, all new appointments begin September 1 and end June 30. Subsequent appointments are for twelve months, beginning July 1.

7. The University recognizes the potential value to the individual and to the institution of faculty members' engaging in legitimate professional activities outside the University, not involving conflict of interest. "Legitimate" is considered here to imply contributing to and not detracting from the professional standing of faculty members or the best interest of the University.

"Conflict of interest" is defined here as engaging in any outside activity that reduces the effectiveness and quality of a faculty member's regular service to the University and to its students, or that results in unauthorized gain to a faculty member at the expense of the University or its students.

The following guidelines apply:
a. Faculty members may engage in legitimate extra-mural, income producing, professional activities not involving conflict of interest.
b. Full-time faculty members will on a quarterly basis notify their department chairs and the chief academic officer before engaging in any on-going extra-mural, income-producing, professional activities during periods of regular employment (times other than vacation time or non-assigned periods under the proportional wage plan).
c. The chief academic officer, in consultation with a faculty member and the department chair, will deny permission to engage in income-producing activities which involve conflict of interest or detract from the best interest of the University.
d. University resources and the university name may be used in connection with outside activities only with approval of the department chair and subsequent written permission by the chief academic officer.
e. Activities normally considered acceptable and, in some cases, desirable are, for instance, those that will increase the teaching or scholarly competence of the faculty member; those that will be of service to the extended academic community; those that are necessary for re-certification, for retention and improvement of clinical skills, or for meeting continuing education requirements; and those that are incidental and will not detract from the ability of the faculty member to meet responsibilities of teaching, academic advisement, research, and governance.

8. It is the policy of the University that parent and child, husband and wife, or persons otherwise closely related not be simultaneously employed in positions such that one is under the supervision of the other.

3.1.14.3 TEACHING LOAD

(Chart)

1. The normal teaching load is twelve hours per week. Administrative responsibilities, graduate teaching, major advisory obligations and committee duties, and professional activities such as research, writing, and artistic production are considered as equivalent to some part of this load.

2. If for illness or some other reason faculty members are incapacitated, the departments arrange to carry their work if possible. In case of prolonged absences, the University reassigns or discontinues their courses or selects substitutes and determines and pays their salaries. During the time faculty members' courses are reassigned or discontinued or substitutes are employed, the University pays the faculty members their regular salaries for a maximum of six months. After six months, if unable to return to work, faculty members may apply for temporary disability benefits under the denominational medical retirement plan, provided they have completed required years of service as specified by the General Conference Working Policy. After having received six months' salary from the University, faculty members having less than the required years of service as defined by the General Conference Working Policy receive, while still disabled, special disability assistance through the General Conference of one month's salary for each year of denominational service.

3.1.14.4 RESPONSIBILITIES

(Chart)

Faculty are expected to promote academic excellence and to integrate faith and learning in carrying out the mission of the University and, more broadly, of the Seventh-day Adventist Church.

1. Responsibilities to Students: Faculty are responsible for setting and maintaining high standards in
   a. Teaching, scholarship and research
   b. Professional and personal ethics
   c. Assessment of student performance
   d. Interactions with and advisement of students

2. Responsibilities to the academic community: Faculty are responsible for
   a. Professional development and contribution to the academic discipline
   b. Collegiality within the academic department and University as a whole
   c. Participating actively in the life and governance system of the University

3. Community contributions: Faculty are responsible for
   a. Demonstrating a commitment to and participation in the Seventh-day Adventist Church
   b. Representing the University in a positive light to the broader community
   c. Seeking ways to contribute in civic and volunteer service beyond the boundaries of the University.

(Bylaws)

Course Evaluation

Course evaluations are intended to help faculty provide excellent instruction (see "Responsibilities to Students" above) and to inform rank and tenure evaluations. (See 3.1.14.5 Rank and Tenure  p. 34)
Faculty members are expected to seek evaluation of all courses periodically using student and peer evaluation. The results of all course evaluations must be submitted to the faculty member's department chair or school dean. A designated number of course evaluation results must also be submitted annually to the Chief Academic Officer (as noted in "Procedures").

Chairs and deans are responsible for maintaining a regular discipline-specific program of peer evaluation among faculty members of their departments/schools (see 3.1.12 3b Department Chairs p. 30). Chairs or deans may, in consultation with a faculty member, designate specific courses for evaluation and may designate specific evaluative methods and evaluators.

Faculty may submit written responses with any course evaluation sent to the Chief Academic Officer and/or chair/dean. Responses will remain with course evaluation documents and receive consideration in the evaluation of faculty performance.

(Procedures)
For non-tenure track faculty, see Non Tenure Track Faculty Review (3.1.14.9 p. 38).

For tenure-track faculty with a one-year appointment at WWU:
- Each course must be evaluated by students each time the course is taught.
- One course per academic term must be evaluated by a peer. The same course may be selected for both peer and student evaluation.
- All of the above evaluations will be sent to the chief academic officer.

For tenure-track faculty with a three-year appointment or permanent tenure at WWU:
- Three courses per academic year must be evaluated by students, and the results of those evaluations must be sent to the chief academic officer.
- Regular peer evaluation is encouraged through processes established within departments or schools.

Rank and Tenure Committee may designate specific courses for evaluation and may designate specific evaluative methods in cases where the result of a five-year review of tenure is "Substandard Performance" or "Standard Performance With Follow-up."

3.1.14.5 RANK AND TENURE
The rank and tenure processes of the University are designed to encourage and recognize the professional and personal growth of faculty, enhance the educational experience of students, ensure academic freedom, and provide a stable employment environment.

1. Definitions
   Rank:
   Academic rank is a title assigned by the Rank and Tenure process based on a faculty member's scholastic achievement, teaching success, years of experience, and professional involvement. Academic titles, from Instructor to Emeritus Professor, are conferred by the university through ongoing evaluation of a faculty member's contributions to students, the university and the wider community.

   Tenure:
   Tenure is the status of holding a faculty position on a secure basis granted in consideration of contribution to departmental and university goals. Tenure protects academic freedom and provides a sufficient degree of economic security to make the profession attractive to persons with appropriate qualifications and proven ability.

2. Criteria
   Advancement in rank or tenure is based on consideration of a candidate's professional and personal qualities outlined in Responsibilities p. 33.

   Advancement in rank or tenure is not automatic and is not solely determined by the number of years of teaching experience or university employment. Neither does administrative position or responsibility automatically bestow rank or tenure.

3. Documents
   For all rank and tenure reviews, except for one-year appointments and Emeritus Professor advancements, faculty are required to submit dossiers for Rank and Tenure evaluation. For advancement to Emeritus Professor, the department chair or representative provides a letter of nomination to the Rank and Tenure Committee.

   A complete dossier is composed of a vitae, self-assessment, and departmental recommendation, as well as evaluations from the department chair/school dean, peers, and students. Forms for dossier submission are authorized and maintained by the Rank and Tenure Committee. (Appendix G.1 p. 102) Course evaluation forms are authorized and maintained by the Chief Academic Officer. (Appendix G.2 p. 102)
Each tenure-track faculty member is to evaluate at least three courses per year and have the results sent to the department chair and the chief academic officer. For non-tenure track faculty, see Non Tenure Track Faculty Review p. 38.

In cases where a department chair or school dean is reviewed for academic rank and/or tenure, the Chief Academic Officer, in consultation with the department, conducts the evaluation and provides the written departmental recommendation.

For candidates advancing through one-year appointments, see Eligibility Standards for Tenure p. 37.

4. Confidentiality

The review process for rank or tenure consideration is confidential. Officers and committee members associated with the rank or tenure process make every reasonable effort to ensure that a candidate’s confidentiality is protected.

Submissions and comments to the Rank and Tenure Committee are not provided to the candidate if access has been waived by the candidate.

5. Rights and Responsibilities

Throughout all rank and tenure processes, the faculty member has a right to fair and equitable treatment. Formal processes for handling grievances are outlined in the Grievance Process p. 10.

The department chair has the right to review the faculty member’s current rank and tenure dossier. The institution has the right to initiate review or dismissal proceedings in accordance with board-approved policies (See Review of Tenured Faculty p. 38).

6. Initial Placement

The department chair recommends initial placement of rank and tenure (or non-tenured rank) for a new faculty member to the Rank and Tenure Committee. If the new faculty member is entering as department chair, the Chief Academic Officer recommends the placement. The Rank and Tenure Committee then recommends the placement to the President. In consultation with the Chief Academic Officer, the President makes a formal appointment subject to confirmation by the Board of Trustees.

7. Submissions and Review Schedule

By December 1 of each year, the Rank and Tenure Committee (see Rank and Tenure Committee p. 64) notifies all faculty members of their current rank and tenure status and eligibility to apply for advancement. Response forms, indicating a faculty member’s intent to submit a dossier for advancement in rank or tenure consideration, are due by December 15 of each year. Complete dossiers must be submitted by the following July 1. The Rank and Tenure Committee is responsible for reviewing dossiers within one year of submission. Promotions take effect at the beginning of the next fiscal year. (see Rank and Tenure Committee p. 64).

8. Consideration, Notification and Records

After reviewing each dossier (or letter for a one-year appointment and Emeritus Professor advancement), the Rank and Tenure Committee submits its recommendations to the President.

Subsequently, the President, in consultation with the Chief Academic Officer, recommends candidates for advancement to the Board of Trustees for ratification. Following board action, the Chief Academic Officer informs each candidate, in writing, of the board’s action and schedules a conference to share the recommendations of the Rank and Tenure Committee.

For one-year appointment reviews, see Eligibility Standards for Tenure p. 37.

Recommendations for advancement to three-year appointments, advancement to permanent tenure, and all advancements in rank require action by the board of trustees. Five-year reviews of tenured faculty are not submitted to the board.

Following review by the President, the Chief Academic Officer presents the committee’s recommendations to the faculty member in a scheduled conference.

The Chief Academic Officer’s written summary of the post-review conference goes to the candidate, the department chair, the candidate’s permanent file in the academic administration office, and becomes a part of the faculty member’s next dossier submission. Any written response to the summary by the faculty member or chair is filed in the candidate’s permanent file.

3.1.14.6 ELIGIBILITY STANDARDS FOR RANK

Faculty are not required to apply for advancement in rank. To be considered for advancement, except for Emeritus Professor, faculty must apply and submit a complete dossier.

1. Rank for Teachers

The University recognizes the following ranks with standards for eligibility. Degrees must be appropriate to a teacher’s discipline and earned from an institution accredited by a recognized accrediting body. The number of years taken to reach eligibility for progression through the ranks is not generally shortened, as an enculturation to the University requires time and experience.
a. Instructor
Faculty will demonstrate promise for teaching and professional involvement in their discipline, as well as contributions to the University and community. They will also meet one of the following requirements:
1. Master's degree, or
2. Bachelor's degree with relevant experience, graduate study, credentials, registration, or licensure as required by the department.

b. Assistant Professor
Faculty will demonstrate ability in teaching and professional involvement in their discipline, as well as contributions to the University and community. They will also meet one of the following requirements:
1. Doctoral degree, or
2. Master's degree and two years of additional full-time graduate study and one year of successful college or university teaching experience, or
3. Master's degree and one year of additional full-time graduate study and two years of successful college or university teaching experience, or
4. Master's degree and four years of successful college or university teaching experience.

c. Associate Professor
Faculty will demonstrate significant achievement in teaching and professional involvement in their discipline, as well as contributions to the University and community. They will also meet one of the following requirements:
1. Doctoral degree and four years of successful college or university teaching as an assistant professor, or
2. Completion of all academic requirements for a doctoral degree except the dissertation, and five years of successful college or university teaching as an assistant professor.

d. Professor
Faculty will demonstrate exceptional contribution in teaching and professional involvement in their discipline, as well as contributions to the University and community. They will also meet the following requirement:
Doctoral degree and four years of successful college or university teaching as an associate professor.

e. Emeritus Professor
Upon retirement from full-time employment, emeriti faculty will have achieved the rank of professor and will have demonstrated meritorious service in teaching and professional involvement, as well as contributions to the University and community. They will also meet one of the following requirements:
1. Fifteen years employment with the University, or
2. Ten years teaching experience as a professor at the University, five of which are immediately prior to retirement.

2. Rank for Librarians
Librarians must have an earned American Library Association-accredited master's degree. To advance in rank, librarians will perform at a high professional level (professional practice) in areas contributing to the educational and research mission of the University, such as reference service, collection development, and bibliographic organization and control. The University recognizes the following levels of rank with standards for eligibility:

a. Assistant Librarian, Level 1
Librarians will demonstrate promise for professional practice and professional involvement in the discipline, as well as contributions to the University and community.

b. Assistant Librarian, Level 2
Librarians will demonstrate ability in professional practice and professional involvement in the discipline, as well as contributions to the University and community. They will also meet the following requirement:
Four years of successful college or university experience as an Assistant Librarian, Level 1.

c. Associate Librarian
Librarians will demonstrate significant achievement in professional practice and professional involvement in the discipline, as well as contributions to the University and community. They will also meet one of the following requirements:
1. A second master's degree, and four years of successful experience as a college or university Assistant Librarian, Level 2, or
2. Seven years of successful experience as a college or university Assistant Librarian, Level 2.

d. Librarian
Librarians will demonstrate exceptional contribution in professional practice and professional involvement in the discipline, as well as contributions to the University and community. They will also meet one of the following requirements:
1. A second master's degree and four years of successful experience as a college or university Associate Librarian, or
2. Seven years of successful experience as a college or university Associate Librarian.

   c. Emeritus Librarian
   Upon retirement from full-time employment, emeriti librarians will have achieved the rank of Librarian and will
   have demonstrated meritorious service in professional involvement as well as contributions to the University and
   community. They will also meet one of the following requirements:
   1. Fifteen years employment with the University, or
   2. Ten years of library experience as librarian at the University, five of which are immediately prior to retirement.

3. Rank for Non-Tenure-Track Employees
   A full-time, salaried, non-tenure-track faculty member of the University may be eligible for academic rank when
   sponsored by an academic department.

4. Temporary Appointments
   Temporary appointments may be made at any rank with a title indicating the temporary nature of the appointment,
   such as acting instructor, lecturer, visiting professor, or visiting lecturer. The University may employ retired faculty
   members on a yearly basis, continuing at their last rank. For all such faculty members, the temporary nature of the
   appointment must be clearly indicated in the written statements of terms of employment.

5. Alternate Qualifications
   Recommendations for advancement in rank may be made on the basis of alternate qualifications if one of the
   following conditions is met:
   a. The candidate has the highest available degree in the particular field of expertise or has a terminal degree as
      recognized by the institution.
   b. The candidate has completed graduate work comparable to the prescribed degree or has extensive training in the
      relevant professional area.
   c. The candidate has qualifications such as recognized expertise in the particular academic or professional area, or
      has made outstanding contributions to the advancement and betterment of the department, the University, the
      discipline, and/or higher education.

   Adequate supporting data must be provided, demonstrating that the qualifications are generally recognized in
   academic circles.

   3.1.14.7 ELIGIBILITY STANDARDS FOR TENURE

   To be eligible for a tenure-track appointment, the candidate must be a member of the Seventh-day Adventist church, hold
   a regular faculty appointment, and have a minimum of a master’s degree or have completed all academic requirements for
   the doctorate degree except the dissertation.

   The standard sequence of tenure-track appointments is as follows: One-year appointments granted annually upon review
   for three years, a three-year appointment granted after completion of the one-year appointments, and a tenure appointment
   granted after successful completion of the three-year appointment and subsequently reviewed every five years.

   When scheduled, tenure reviews are mandatory in order to continue employment at the University.

   1. Initial Tenure Placement
      a. A faculty member entering as an instructor, or assistant professor, or assistant librarian initially receives a one-year
         appointment.
      b. A faculty member entering as an associate professor or associate librarian may be granted a three-year
         appointment.
      c. A faculty member entering as a professor or librarian, or whose record includes at least six years of successful
         academic experience at a regionally accredited institution of higher learning, may be granted tenure.

   2. One-Year Appointments
      During each of the one-year appointments the department chair, in consultation with the Chief Academic Officer, is
      primarily responsible for assisting in a faculty member’s professional development and evaluating his or her
      performance in relation to departmental goals. During this time, at least six courses per year are to be evaluated with
      results sent to the department chair, Chief Academic Officer, and Rank and Tenure Committee. (See Appendix G p.
      102). Annually, by the end of winter quarter, the department chair collects departmental input and provides the Chief
      Academic Officer with a written departmental evaluation of the candidate’s performance, including a
      recommendation for renewal or non-renewal of the candidate’s appointment for the following year. The Chief
      Academic Officer then presents the departmental recommendation, including rationale, to the Rank and Tenure
      Committee for confidential review prior to forwarding the departmental review to the President.

   3. Three-Year Appointment
      At the conclusion of the second one-year appointment, the candidate submits a complete dossier to the Rank and
      Tenure Committee in anticipation of advancement to the three-year appointment. If there are significant concerns, the
      committee may recommend an extension of one or two additional one-year appointment(s) to the standard sequence
      of tenure-track appointments, with a scheduled submission of an updated dossier.

   4. Tenure Appointment
At the conclusion of the second year of the three-year appointment, a candidate submits a complete dossier to the Rank and Tenure Committee and requests advancement to tenure status.

3.1.14.8 REVIEW OF TENURED FACULTY

After receiving tenure, a faculty member is reviewed by the Rank and Tenure Committee every five years. Upon notification, each faculty member submits a complete dossier to the Rank and Tenure Committee.

The Rank and Tenure Committee seeks to encourage faculty development by reviewing each tenured faculty member using its regular processes. The review can lead to three possible results:

1. Standard performance: Defined as performance comparable to that expected of other tenured faculty members. If the Rank and Tenure Committee finds that the faculty member is maintaining a standard performance, the Chief Academic Officer communicates the results of the committee’s deliberations to the faculty member according to regular process.

2. Standard performance with follow-up: Defined as performance of all expected activities at an acceptable level, but with evidence of a pattern of decline. If the Rank and Tenure Committee finds a pattern of decline which could lead to substandard performance:
   a. The committee prepares a formal list of concerns, which the Chief Academic Officer will discuss with the faculty member. The Chief Academic Officer’s written follow-up summary will include this formal list.
   b. In consultation with the Chief Academic Officer and chair, and where helpful, with assistance from a faculty mentor recommended by the Faculty Development Committee (see Faculty Development Committee p. 54), the faculty member incorporates specific and constructive suggestions for improvement into a five-year Professional Growth Plan. An acceptable plan is to be presented to the chair and Chief Academic Officer within three months of the date of the conference with the Chief Academic Officer.

3. Substandard performance: Defined as performance lacking in those qualities deemed essential for tenured faculty. If the Rank and Tenure Committee finds that the faculty member’s performance has been substandard:
   a. The committee prepares a formal list of concerns, which the Chief Academic Officer will discuss with the faculty member. The officer’s follow-up written summary will include this formal list.
   b. In consultation with the Chief Academic Officer and chair, and where helpful, with assistance from a faculty member recommended by the Faculty Development Committee, the faculty member incorporates specific and constructive suggestions for improvement into a Professional Growth Plan. A preliminary plan noting intensive short-term steps towards remediation is to be submitted to the department chair and to the academic officer within one month of the conference with the officer. A larger five-year plan, based on the preliminary proposal, is to be presented to the chair and the officer prior to the next school year.
   c. The faculty member is then reviewed by the committee on an annual basis. If after any of these annual reviews the faculty member’s performance has progressed to the standard level, no further action is taken by the committee for the remainder of the regular five-year period. If after two successive annual reviews insufficient progress toward the standard level has been made, any further action taken will be in accordance with the policy for termination (See Termination of Service p. 38.)

3.1.14.9 NON TENURE-TRACK FACULTY REVIEW

1. Non tenure-track faculty are essential to the life and learning of the University. As these faculty contribute to the teaching and university life and are assisted professionally by undergoing regular assessment, they are to participate in a professional review process.

2. Annually, the department chair, in consultation with the Chief Academic Officer, is responsible for assisting in a faculty member’s professional development and evaluating his or her performance. The following policies apply to the evaluation of courses:
   - Each course must be evaluated by students the first three times it is taught by the instructor, at minimum.
   - Chairs/Deans may, in consultation with a faculty member, designate specific courses for evaluation and may designate specific evaluative methods and evaluators.
   - All course evaluations will be shared with the chair/dean and the Chief Academic Officer.

By the end of winter quarter, the chair consults with the department and provides the Chief Academic Officer with a written evaluation of the candidate’s performance, recommending renewal or non-renewal of the candidate’s appointment for the following year. The Chief Academic Officer then presents the departmental recommendation to Rank and Tenure Committee for review prior to forwarding it to the President, who makes the final decision concerning reappointments. Following a decision, the Chief Academic Officer then informs the faculty member in writing of the decision, and the department chair schedules a formal conference to share the departmental evaluation with the faculty member.

3.1.14.10 TERMINATION OF SERVICE

Effective July 1, 2010

(Charter)
All tenure-track faculty and their departments are protected by the guidelines regarding the six-year process leading to full tenure as specified in Rank and Tenure p. 34 and Eligibility Standards for Tenure p. 37. According to the Governance Handbook (1.8 Grievance Process p. 10), all faculty have access to the University grievance process.

3.1.14.10.1 Reasons for Termination

Effective July 1, 2010

Except for a faculty member’s first three tenure-track years, when termination can be made without cause tenure and tenure-track appointment may be terminated only for (A) adequate cause, (B) retirement, (C) resignation, or (D) extraordinary circumstances.

A. Adequate Cause

Upon the recommendation of the President, a member of the faculty may be dismissed by the Board of Trustees (Board) for adequate cause which shall include: (1) termination of membership in the Seventh-day Adventist Church; (2) serious or continuing violation of policies or procedures of the University; or (3) continuing substandard performance in academic duty as defined by Rank and Tenure policies. (See Responsibilities p. 33 and Review of Tenured Faculty p. 38.)

1. Before action is taken by the Board to terminate the services of a faculty member, the Chief Academic Officer (CAO) informs the faculty member in writing of the charges. If the faculty member feels that the charges are unfair, unethical, or discriminatory, he or she may initiate the grievance process outlined in section 1.8 Grievance Process p. 10.

2. In cases involving academic matters, the department chair and the Rank and Tenure Committee advise the CAO.

B. Retirement

1. Appointment with faculty status is on an at-will basis after retirement.

2. Notice of retirement is given by the faculty member in writing to the CAO not later than nine months before the effective date of retirement.

3. Notice of retirement and commendations for service are given in writing by the Board.

C. Resignation

In consideration for the Board, which must approve a successor, a faculty member who wishes to resign or decline reappointment has the responsibility to notify the CAO not later than four months before the effective date of termination.

D. Extraordinary Circumstances

Under extraordinary circumstances, the process used by the university for the termination of faculty, tenured and tenure-track, must be implemented in a manner that

- Insures that decisions leading to the reduction of faculty are thoroughly studied and well documented and are in keeping with the mission and academic strategic plan of the university,

- Honors the protection afforded to faculty by the university tenure system,

- Demonstrates concern and respect by providing early notification to faculty at risk of termination and by allowing time to search for possible employment, and

- Allows affected schools, departments, and faculty the opportunity to provide information and/or alternative recommendations to the administration.

Extraordinary circumstances are defined as any one of the following:

1. reorganization or elimination of academic programs or departments necessitating reduction of faculty based on a strategy articulated by administration;

2. budgetary shortfalls necessitating reduction of faculty (in any department or the institution as a whole) as informed by the analysis and evaluation of departmental and institutional data;

3. financial exigency (a situation in which the continuing existence of the institution is threatened).

In case of extraordinary circumstances necessitating faculty reductions, any plan for resolution must address input from departments that may be affected by the plan, and from appropriate committees, as outlined in this policy. All measures other than faculty reductions shall be considered.

The time deadlines below represent the latest possible dates for completion of each step in the process to allow notification (“Notice”) on or before March 1, except in cases of Financial Exigency. For Financial Exigency (Extraordinary Circumstance case 3) the process will be followed but under an expedited timeline as deemed necessary by the Administration in consultation with University Master Planning Committee.

Step 1. University Master Planning Committee (UMPC) - Administration will notify UMPC of its determination that a reduction in faculty is deemed necessary and will provide rationale.
a. Notification of UMPC shall occur not later than the end of the fifth week of Autumn quarter for terminations effective the following September.

b. UMPC shall consider the effect of reductions in faculty on the viability of programs and departments.

c. The Administration and UMPC will seek alternative solutions, including reassignment of tenured faculty to other suitable positions within the institution.

d. The UMPC chair will provide a written summary of the UMPC discussion and recommendations to the Administration within one week following the discussion.

**Step 2. University Board** - The Administration will present a preliminary written report explaining the need for faculty reduction to the Board.

a. The preliminary written report shall include a summary of the UMPC discussion and recommendations.

b. The report to the Board shall occur at the Board’s Autumn meeting for terminations effective the following September.

**Step 3. Faculty Senate** - The Administration will notify Faculty Senate that the policy for termination of tenured faculty due to “Extraordinary Circumstances” is in effect.

a. Notification of Faculty Senate shall occur before the end of fall quarter for terminations effective the following September.

**Step 4. Department Chair** - The CAO will notify the department chairs of the specific departments being considered for reduction. The CAO will explain the reduction strategy and provide supporting data for the prior ten (10) years to the chairs. Examples of data to be included are history of staffing levels, numbers of majors and minors, and total student credit hours. Notification of department chairs shall occur not later than the end of the first full week of December for terminations effective the following September.

The department chair(s) shall then consult with all faculty members of the department and may consult with others as appropriate.

a. On the basis of this consultation the chair of the department shall submit a report to the CAO that contains the following:

   · Confirmation that all members of the department were given an opportunity to discuss the issues.
   · An analysis of the consequences of specific reductions in terms of the functions, programs and mission of the department. The report will also address the impact of specific reductions.
   · The department chair may make specific recommendations regarding personnel or alternative personnel or budget cuts.

b. The departmental report shall be made available to all faculty members in the department at least seven days prior to its submission to the CAO.

c. Any faculty member or group of members may submit alternative formal reports to the CAO. If such reports are developed, they shall also be made available to the department chair not later than the time of their submission to the officer. The name(s) of the author(s) may be withheld from the chair at the request of the faculty member(s).

d. All departmental reports must be submitted to the CAO by the end of the first week of Winter Quarter.

**Step 5. Curriculum Committee** - The CAO will notify Curriculum Committee of the proposed reduction in faculty. The CAO report will provide a rationale for the reduction and identify proposed changes to academic programs. The CAO will also provide the committee with the summary of any UMPC recommendations and the reports from the departments being considered for reduction.

a. Notification of Curriculum Committee shall occur not later than the end of the third full week of January for terminations effective the following September.

b. If Curriculum Committee determines that a proposed termination affects the viability of an academic program or department, they shall refer the matter to Faculty Senate activating Step 7. In such instances, Steps 6 and 7 may be enacted simultaneously.
c. A written summary of the Curriculum Committee discussion and recommendation will be provided to the President (see Step 8) and in cases where Step 7 is activated, to Faculty Senate.

**Step 6. Rank and Tenure Committee** - The CAO will consult with the Rank and Tenure Committee, providing to the Rank and Tenure Committee the departmental reports from the departments being considered for personnel reductions, with the CAO recommendations and rationale. The CAO will also provide the committee with a summary of any UMPC recommendations and, if complete, the written summary of the Curriculum Committee discussion and recommendations. The Rank and Tenure Committee shall have access to dossiers submitted to the Rank and Tenure Committee within the past six years by faculty members of the department.

a. The Rank and Tenure Committee will review the recommendations and rationale provided by the CAO, and a record of its findings along with a summary of Rank and Tenure discussion will be provided to the CAO by January 31 for terminations effective the following September.

b. Any member of the Committee whose department is under consideration or who has any other conflict of interest, shall be recused from the discussion.

**Step 7. Faculty Senate** - this step is activated in terminations resulting from reorganization or elimination of academic programs (Extraordinary Circumstance case 1) or as requested by Curriculum Committee in Step 5.

The CAO will provide a rationale and recommendation to Faculty Senate regarding the need for the reorganization or elimination of academic programs or departments necessitating reduction of faculty.

a. The CAO will provide a summary of the recommendations by UMPC, the departments, and Curriculum Committee.

b. Faculty Senate will vote on the recommendation. A written summary of the discussion and vote will be provided to Administration no later than February 15.

**Step 8. President** - After considering the departmental reports, the analyses of the Rank and Tenure Committee, and the rationale criteria stated in Criteria p. 42, the CAO shall submit a report to the President indicating the financial and programmatic impact of the reductions.

a. The CAO report shall be submitted to the President on or before February 5 for terminations effective the following September.

b. The report shall state the recommendation of the officer concerning the department members to be terminated and the criteria and rationale used to arrive at the recommendation.

c. The report shall also append copies of the report from the department chair and other formal reports from other faculty members. Reports and recommendations from the UMPC, Curriculum Committee, and the Rank and Tenure Committee shall also be included. In cases where Step 7 is activated, the report and vote of Faculty Senate shall also be included.

d. If the recommendation of the CAO differs from a recommendation of the Rank and Tenure Committee, the rationale for a different recommendation shall be stated in the CAO’s report to the President.

e. At the time of the full report’s submission to the President, the recommendation and rationale portion of this report shall also be provided, in writing, to the department chairs and to the faculty members designated for termination. The faculty members designated for termination are then given ten days to respond in writing to the President.

**Step 9. University Board** - After considering the reports and input from the faculty members, the President shall submit a recommendation concerning those faculty designated for termination along with a summary of recommendations of UMPC, the departmental reports, Curriculum Committee, Rank and Tenure Committee, and in cases where Step 7 is activated the Faculty Senate, to the Board for final decision.

a. The recommendation shall be submitted at the Winter Board meeting for terminations effective the following September. If the Board meeting has already taken place, the President shall submit the recommendation and summary of committee actions to the executive committee of the Board on or before February 28 for terminations effective the following September.

b. The President’s recommendation shall be provided in writing to the department chairs and to the faculty members designated for termination in advance of its submission to the Board.
Step 10. Notice and Termination - The President will notify faculty members designated for termination in writing of the Board action (“Notice”).

a. Faculty identified for termination must receive official notification (“Notice”) on or before March 1 for termination in September of the same calendar year. Notification after March 1 requires that the effective termination date will become September of the following calendar year. Terminations outside the timeline of this policy may be made in cases of Financial Exigency or with the express written consent of the faculty to be terminated and the Administration.

Reinstatement - If the University opens a similar position within two years after the notification of termination of a tenured or tenure-track faculty member’s employment, the University will make its best efforts to notify the individual of the opportunity to reapply for the position and to be considered for reinstatement at the same rank and tenure status. First consideration will be offered this individual provided the individual demonstrates continued interest in and suitability for the academic discipline and the university.

3.1.14.10.2 Severance
Effective July 1, 2010

Severance pay and benefits are provided to faculty members in the months following termination due to extraordinary circumstances as defined in the Faculty Termination Policy (See Reasons for Termination - Extraordinary Circumstances p. 39) with the intention of assisting in the professional and personal transition.

The stated understanding of university administration and faculty is that severance pay and benefits for terminated tenured faculty are intended to provide reasonable financial assistance and benefits for one year following the date of termination.

Specific terms of faculty severance pay and benefits, consistent with the policies outlined in this Faculty Termination Policy, are provided in Appendix O p. 136 of this Handbook.

Changes to Appendix O p. 136 are authorized by the President in consultation with Human Resources and presented to Faculty Senate for review and recommendation prior to inclusion in the Governance Handbook.

3.1.14.10.3 Criteria
Effective July 1, 2010

When academic departments are designated for personnel reductions due to financial reasons, the following considerations will be made. The primary consideration will be reviewed before moving on to secondary considerations. Only if department members appear to be essentially equal with regard to the primary consideration will the secondary considerations be reviewed.

A. Primary Consideration

Tenured faculty members with standard performance will be given priority over untenured faculty. (See Review of Tenured Faculty p. 38)

B. Secondary Considerations

The following areas shall be considered while making decisions among faculty members with standard performance.

- Evidence of meritorious teaching.
- Academic specialty, degrees, certification, and breadth in relation to departmental needs.
- Academic rank.
- Research, publication, and professional productivity.
- Contributions to the University in non-teaching functions such as committee work and student advisement.
- Professional interactions within the department and the university as a whole.
- Demonstrated service to the Seventh-day Adventist Church and to the community (See Responsibilities p. 33).
- Years of employment at Walla Walla University.
- Years of denominational employment.

3.1.14.11 MEMBERSHIPS, CONVENTIONS, AND PROF. DEVELOPMENT

(Chart)

The University encourages professional development for its faculty and to hold membership in professional associations. The University assumes the cost of the annual dues for all faculty members in one professional society of their choice. Institutional membership in organizations required for professional recognition of departments is financed from departmental budgets.
Convention privileges are a high priority professional growth experience and are funded within the limit of university resources. Tenure-track faculty who are actively engaged in the academic pursuits of the University are eligible to attend conventions.

The University faculty are further supported by a Professional Development Plan. The plan is open to tenure track faculty at the Assistant Professor level or above who are current in all rank and tenure requirements. Money for this plan is set by rank (see Appendix C p. 90) and payments to faculty will be on a reimbursed expense basis. Senior administrative officers of the university are included in the Professional Development Plan.

(Bylaws)
The policy for Memberships, Conventions and Professional Development is administered by the VPAA in consultation with the Rank and Tenure Committee. The exercise of convention privileges is subject to the following provisions:

1. Faculty members may apply to attend a convention annually, either a regional or a national one on an alternating basis. Information on current funding limits is available from the Vice-President for Academic Administration.

2. When a convention request is signed by the department chair and approved by the Chief Academic Officer, the University pays 90% of the convention's total cost. Applications should be submitted to the Chief Academic Officer six weeks prior to departure.

3. The total cost should not exceed a reasonable maximum for a regional or a national convention. Unless special arrangements are approved by the Chief Academic Officer, a reasonable upper limit should not normally exceed the total cost of round-trip air coach fare, five nights of lodging (moderately priced) and six days' per diem. This figure is established annually by the Chief Academic Officer from the record of the previous year, adjusted for inflation.

4. The term "convention" applies to two important types of professional growth experiences:
   a. A traditional convention generally is sponsored by a professional association and includes the presentation of scholarly papers or performances followed by comments and discussions. The registration fee is determined primarily by total attendance, cost of registration materials, and related overhead costs. There is a university-established limit for this fee. See Appendix F p. 96.
   b. A nontraditional convention generally includes various activities in a workshop format. The University recognizes that a workshop registration fee may exceed the annually published limit; however, the total cost must not exceed the reasonable "maximum" explained in (3) above.

5. Special requests may be made when papers are to be presented or major participation is expected. These requests are considered by the Chief Academic Officer on a case-by-case basis and may be funded in part or in whole, depending on the nature of the request and availability of funds.

6. These privileges are not applicable to faculty members after they accept appointments to other institutions.

In addition to the above policy governing attendance at professional associations, certain faculty members of Seventh-day Adventist colleges and universities meet once every few years at a time and place designated by the General Conference Department of Education. Expense in connection with these departmental meetings is borne by the University on the same formula as expense connected with attendance at professional conventions.

3.1.14.12 SABBATICALS AND LEAVES OF ABSENCE
(Charter)
Purpose:
Faculty members are encouraged to pursue ongoing research and professional development activities such as planned programs of research, graduate study, writing, or travel. Such activities serve to enhance the academic, spiritual, and social life of the University. Faculty members may also seek leaves of absence in cases of illness or temporary outside employment.

Procedure:
Recommendations for sabbatical leaves are made to Administration by the Faculty Development Committee in consultation with the department chair and in accordance with procedures found in Guidelines p. 44. Recommendations for other leaves of absence are made to Administration by the Vice-President of Academic Administration in consultation with the department chair.

Exceptions:
Recommendations for exceptions to this policy are made to the Administration by the Faculty Development Committee in consultation with the department chair.

3.1.14.12.1 Sabbatical
(Charter)
1. Eligibility
   a. A tenure-track teaching faculty member is eligible for one quarter of sabbatical leave following eleven quarters of employment, exclusive of other leaves.
   b. A tenure-track teaching faculty member with a newly completed terminal degree may apply for one quarter of sabbatical leave to take place following six quarters of service. The sabbatical is to continue a research program and to prepare papers for publication.
   c. Up to three quarters of sabbatical leave may be accumulated.
d. Faculty will be notified annually of their service history and eligibility for sabbatical leave.

e. Prior to the sabbatical, faculty should inform the chairs of the governance committees of which they are a member of the quarter they will be absent.

2. Conditions
   a. Sabbatical leaves will be granted for study, research, writing, or other experience of professional value.
   b. A faculty member may receive and is encouraged to seek supplementary grants or other awards while on sabbatical leave, though such additional grants or awards may be received only if the conditions for accepting the additional resources do not interfere with the stated purposes of the sabbatical leave.
   c. A faculty member must return to full-time teaching following the sabbatical leave.
   d. Summer sabbaticals are preferred and will be supported with a stipend.

   Non-summer sabbaticals will be granted without stipend subject to the departments’ ability to maintain its essential function. When the university is unable to accommodate the faculty member’s absence, the sabbatical will be deferred and service credit will accrue beyond the limit in (1)(c) above.

3.1.14.12.2 Extended Research Leaves of Absence
(Chart)
Extended research leaves of absence are granted for faculty with exceptional opportunities to contribute to their discipline and to the University. Normally the research leave may be granted for up to one year but may be granted for a maximum of fifteen months, once every fifth year. In most cases the salary is fully or partially covered by non-University funds, although the University may grant up to full salary when external funds are not sufficient. In addition, allocations for travel and other expenses may be granted.

3.1.14.12.3 Graduate Study Leaves of Absence
(Chart)
1. Leaves are usually taken during summer quarters. Extended leaves may be granted for those pursuing a terminal degree. Among the determining factors in granting such leaves are the faculty member's interest in and capacity for graduate study and the anticipated needs of the University for qualified teaching personnel.

2. Upon return from leave, a faculty member must provide the Chief Academic Officer an official transcript of the graduate study.

3. Unless otherwise specified, faculty receive full salary during the period of graduate study and reasonable time for travel; tuition or travel expense, whichever is the greater; and other allowances according to the financial policies.

3.1.14.12.4 Other Leaves of Absence
(Chart)
1. Leaves for illness are granted by the Board of Trustees in harmony with the plan described in the North American Division Working Policy.

2. Faculty members who wish to enter temporary employment outside the University may apply for leaves without pay.

3.1.14.12.5 Guidelines
(Chart)
1. Each faculty member who receives a salaried leave will sign an agreement with the Chief Financial Officer specifying the terms of amortization. Salaried leaves of absence will be amortized according to the North American Division Working Policy.

2. For non-sabbatical leaves supported by non-university funds, Administration may reduce the salary paid by the University during the leave. Stipends for travel or extra living expenses for workshops, institutes, lectureships, and other professional activities will not result in reduction of faculty salaries.

(Procedures)
1. Proposals must be submitted to the Vice-President for Academic Administration by the first week of winter quarter for a sabbatical leave in the following summer or the next academic year.

2. A completed application form for a sabbatical leave consists of the following:
   a. A cover letter of request for a sabbatical leave acknowledging an obligation to return to WWU for a minimum of one year at the conclusion of the leave.
   b. A statement of the activities to be conducted during the leave period, including a description of how the proposed activities contribute to WWU and enhance the applicant's profession and/or professional development.
   c. A copy of the applicant's current curriculum vitae.
   d. Where applicable, a copy of the report following the applicant's last sabbatical leave and/or any other statements describing the value of the last leave.
   e. Supporting materials e.g., copies of invitations from host institutions and other letters of support.
3. The application must include a letter indicating departmental support for the prospective sabbatical. The proposal and departmental letter of support must contain evidence that ensures that the quality of their program offerings will not be affected by the absence of those faculty on sabbatical leave.

4. The Faculty Development Committee reviews all sabbatical applications and submits recommendations to the Administration.

5. Upon Administration's approval, the Vice-President for Academic Administration notifies candidates in writing regarding the final sabbatical decision.

6. A faculty member must inform the Vice-President for Academic Administration in writing of any changes in the proposed sabbatical project or funding after its initial acceptance. If such changes are substantial, the Vice-President for Academic Administration shall report to the Faculty Development Committee for possible reconsideration.

7. Within three months of completing the sabbatical, a faculty member must submit to the Vice-President for Academic Administration and the Faculty Development Committee a detailed written report outlining accomplishments during the leave. The faculty member shall also provide a University-wide presentation based on the accomplishments of the sabbatical.

3.1.14.13 FINANCIAL POLICIES

(Charter)

1. The Board of Trustees establishes from time to time, within the policy limits of the General Conference of Seventh-day Adventists, a salary schedule setting both maximum and minimum salaries for each rank.

2. The chief financial officer prepares and distributes annually to the faculty a statement describing the current implementation of the financial policies pertaining to faculty and staff. See Appendix D p. 93. For a statement of policies currently in effect, see Appendix C p. 90. The current statement includes policies concerning the following:
   a. Salary schedule p. 93 (maximum and minimum for each rank)
   b. Benefits
      1. Medical and related
         Actual
         Insurance
         Adoption
      2. Travel allowance
         Mileage rates
         Lodging
         Per diem
      3. Tuition allowance
         Children
         Spouse
      4. Retirement and sustentation plan
      5. Other benefits

3.2 COMMITTEES

3.2.1 PRESIDENT

3.2.1.1 UNIVERSITY MASTER PLANNING

(Bylaws)

1. The University Master Planning Committee is responsible to the President. The committee submits reports to the President and the Faculty Senate. The President or the Senate will direct significant recommendations to the faculty for evaluation and approval.

2. The committee consists of the following members:
   a. Chair
      The Chair is a faculty member who is at Professor or Associate Professor rank, who has had at least one year of experience on the University Master Planning Committee, and who is elected by the faculty from two names submitted by the President to the Nominating Committee. The Chair serves as a non-voting, ex-officio member of Faculty Senate (see 3.2.14.1 Item 2.e Committee Chairs p. 51).
   b. Executive Secretary
      The Executive Secretary is selected from Administration by the President.
   c. Four faculty members
      Three faculty members are elected by the faculty, one from each of the following academic areas: humanities
The fourth faculty member is appointed by the Nominating Committee.

d. One additional member, appointed from one of the following by the President:
   - Office of Enrollment
   - University Advancement
   - Student Finance

e. One additional member, appointed by the President from the physical plant entities

f. Administrators
   Administrators include:
   - The President
   - The VP for Academic Administration
   - The VP for Financial Administration.

g. One additional member appointed by the President from Academic Support (as defined by Faculty-in-Session p. 9 and not represented above).

h. One student nominated by the Chair in consultation with the University and ASWWU presidents and ratified by the ASWWU Senate.

i. Other(s)
   The Chair, in consultation with the committee, may invite additional non-voting representation when needed.

3. The term of faculty and staff membership is three years. The term of membership for students is one year.

4. Under the direction of the President, the committee maintains the long-range University Master Plan and recommends modifications of the plan to the Faculty Senate, and subsequently to the faculty and administration. The master plan addresses academic, physical, and financial considerations. The committee advises the President on the implementation of the long-range plan. The work of the committee is to

   a. Direct in the continuing development of the academic program, study current trends in higher education, and recommend appropriate modification of educational priorities;

   b. Maintain a current file of mission statements and master plans from a representative and related sample population of colleges and universities as one source for the study of trends in higher education;

   c. Determine the financial feasibility of any shift in priorities which would result in development or modification of academic programs;

   d. Evaluate the most effective ways to use existing campus physical facilities, as well as make proposals either for modification of existing facilities or initiation of plans for new facilities to meet the academic trends;

   e. Participate in the continuing development of major financial policies, periodically review the long-range financial plan and financial statements, and evaluate the implementation of long-range financial policies and plans;

   f. Coordinate all ad hoc committees contributing to the master plan.

5. The chair, in conference with the President, is responsible for planning the agenda for meetings and, in consultation with the entire committee, may assign to individual members or groups of members the study of specific topics. When appropriate, ad hoc groups may be formed.

6. The executive secretary, in consultation with the chair, coordinates the collection, collation, and distribution of data for short-term and long-term studies. The secretary also provides continuity for studies in progress when changes in committee membership or chair occur. Appropriate analyses and recommendations from all studies will be presented to the committee for evaluation. All significant recommendations from the University Master Planning Committee are submitted to the Faculty Senate.

7. The committee meets at least once a month during the academic year.

(Procedures)

1. Protocol

   a. The chair develops the agendas and distributes them at least one day in advance of the meetings.

   b. Actions are taken by voice vote, show of hands, or secret ballot. Consensus is the goal on most issues.

   c. Committee workload (average, in clock hours per quarter)
      - Chair: 35 hrs
      - Members: 20 hrs

   d. Other protocol procedures:
      - The Executive Secretary helps to coordinate and collect data.
      - Sub-committees to study specific assigned topics can be formed about a nucleus of members; non-committee members with special expertise may be invited to advise the sub-committees when deemed prudent.

2. Communication
a. Minutes are distributed to all members and to the president's office by the Executive Secretary.
b. Other communication procedures:
   · Reports are submitted to the Faculty Senate.
   · Significant recommendations will be reviewed and directed to the faculty by the President or Faculty Senate.

3. Documentation
a. A summary of the rationale is included in the statement of each action or recommendation.
b. A complete file of the minutes is maintained in the president's office, and all minutes and actions are sent to the Central File.
c. Other documentation procedures:
   · The Executive Secretary provides continuity for studies in progress when changes in committee membership and/or chair occur.

3.2.1.2 COMPUTER USERS’
(Bylaws)

1. The Computer Users’ Committee is responsible to the President. The committee submits reports to the President and the Faculty Senate. The President or the Senate will direct significant recommendations to the faculty for evaluation and approval.

2. The committee consists of eight members as follows: three members of the teaching faculty and two staff members representing administrative computer users appointed by the Nominating Committee, two students selected by ASWWU Senate, the university webmaster, and the Director of Information Services. The Director of Information Services will invite on a regular basis a non-voting resource person from Information Services. The Vice-President for Academic Administration will appoint one of the three faculty members as the chair of the committee.

3. The terms of the faculty and staff committee members are three years. Terms of student members are two years. The term of the chair is two years (the last two years of committee service). Each year one new faculty member, one new staff member, and one new student member will be elected. In the event that the chair is to be absent for a quarter or longer, the Vice-President for Academic Administration appoints an acting chair from the faculty at large.

4. The work of the committee is to:
   a. provide guidance for campus information services;
   b. revise, in consultation with the President, the campus polices for responsible computing [Appendix K  p. 119].
   c. Recommends to the financial and academic administration and the Director of Information Services financial and operational policies for Information Services, including budget, and assists in their implementation;
   d. Studies the long- and short-range uses of computing on campus and the facilities needed in order to develop a plan for improving usage and meeting these needs.

5. The chair calls regular meetings at least monthly throughout the calendar year. In the absence of the chair, the Director of Information Services calls the meeting.

(Procedures)

1. Protocol
   a. The chair develops and sends agendas to members via electronic mail at least one day in advance of meetings. Paper copies of the agenda are distributed at meetings.
   b. Actions are taken by vote or consensus.
   c. Committee workload (average, in clock hours per quarter)
      Chair: 30 hrs
      Members: 8 hrs
   d. Other protocol procedures:
      The committee
      1. Advises Information Services in developing its budget. During the autumn quarter of each academic year, the operating and capital budgets for the following academic year are presented for discussion by the Director of Information Services.
      1. Maintains a set of operating principles and procedures for Information Services. For a statement of policies currently in effect, see Appendix K  p. 119.
      2. Solicits information from all academic and administrative departments concerning their future computer needs.
      3. Devotes at least one meeting during the autumn quarter to long-range planning.
      4. Forms subcommittees as needed to carry out the work of the committee.
5. Establishes Special Interest Groups as ad hoc committees with membership open to all interested campus computer users. Each group recommends its own chair subject to the approval of the committee. The committee refers relevant items to the groups, and the groups make recommendations to the committee.

6. Assigns a member, usually the student member, to work with Information Services in evaluating student concerns and to bring this information before the committee for discussion.

The chair

7. Solicits both short-range and long-range planning ideas from committee members. These ideas will be discussed by the committee.

8. Makes assignments to members as needed to carry out the work of the committee.

9. Invites the chairs of Special Interest Groups to meetings to represent the interests of their groups.

2. Communication

a. The chair sends minutes to the President, the chair of Faculty Senate, and members.

b. Other communication procedures:

   The committee
   1. Holds open meetings at least twice each year for all interested computer users.
   2. Uses the PC network as much as possible for communication among members.
   3. Uses a committee-approved word processor to keep material in a common format.
   4. Provides an annual report to the Faculty Senate.

   The chair
   · Responds formally to Special Interest Groups' recommendations in a timely manner.
   · Shares correspondence directed to the committee with members and responds to it in a timely manner.

3. Documentation

a. Minutes include rationale for all actions and recommendations. Recommendations to Information Services, to the Special Interest Groups, or to other governance bodies also include rationale.

b. The chair maintains a file of all committee business. Minutes are sent to the president's office and the Central File.

c. Other documentation procedures:

   · Members keep notebooks containing the work of the committee. Outgoing members give their notebooks to the committee chair, who transfers them to incoming members.

3.2.1.3 GRIEVANCE

(Bylaws)
(See Grievance Committee p. 10 for committee description and for Grievance Process.)
(See Grievance p. 20 for Bylaws)

(Procedures)
(See Grievance Process p. 10)
(See Grievance p. 20 for Procedures)

3.2.2 VICE PRESIDENT FOR ACADEMIC ADMINISTRATION

3.2.2.1 GENERAL STUDIES HONORS

(Bylaws)

1. The General Studies Honors Committee is responsible to the Vice-President for Academic Administration.

2. The committee consists of all faculty members teaching in the honors program; three faculty members elected by the faculty; the humanities chair; and four students selected by the students in the honors program. If possible, the three elected faculty members should be chosen from academic departments other than those already represented by members teaching in the honors program. The chair and a secretary are selected by the committee for four-year terms.

3. The term of membership is four years.

4. The work of the committee is to be responsible for the administration of the Honors Program, including such matters as recruitment, admissions, and curriculum.

5. The committee meets when called by the chair.

(Procedures)

1. Protocol
a. The chair sets the agenda and circulates it to members several days in advance of each meeting.
b. Actions are taken by vote.
c. Committee workloads (average, in clock hours per quarter)
   Chair:
   Members:
d. Other protocol procedures:
   The chair
   - Calls meetings at least twice per quarter.
   - Oversees the following regular quarterly tasks:
     **Fall/Winter** - Works with university recruiters to publicize the General Studies Honors Program among the academies in the North Pacific Union.
     **Spring** - Oversees the selection of scholarship winners for Awards Chapel in May; notifies the Accounting Office of those students eligible for tuition grants; notifies the Records Office of those students eligible for the designation "General Studies Honors Graduate" at graduation; reminds teachers to do class evaluations and send copies of results to chair.
     **Summer** - Chairs a subcommittee to consider applications (late August or early September) and checks with Admissions Office to make sure application forms are sent to qualified students who have been accepted.
   - Oversees the following regular honors business:
     Review of honors curriculum and courses
     Updating of bulletin copy
     Spending of library funds
   The secretary
   - Compiles an Honors Mailing List each fall.
   - Each October, sends out ballots for election of student representatives to the committee.
   - Each February, distributes scholarship application forms to sophomore, junior, and senior General Studies Honors students.
   - Sends out announcements of meetings several days in advance.
   - Keeps track of library book orders.
   - Takes minutes of meetings and distributes them.
2. Communication
   a. Copies of the minutes are sent to the Vice-President for Academic Administration and committee members.
   b. Other communication procedures:
      - Curriculum and bulletin changes are sent to the Curriculum Committee.
      - Names of those eligible to graduate with the designation "General Studies Honors Graduate" are sent to the Records Office in May.
      - Names of those eligible for tuition grants are sent to the Accounting Office in May.
3. Documentation
   a. A summary of the rationale is included in the minutes in each statement of policy or curriculum change.
   b. Minutes are sent to the Central File.
   c. Other documentation procedures:
      1. The chair and secretary maintain notebooks recording the work of the committee. These notebooks are given to incoming chairs and secretaries.

### 3.2.2.2 SUMMER SESSION
1. The Summer Session Committee is responsible to the Vice-President for Academic Administration.
2. The committee consists of the Summer Session Director, chair; Dean of the School of Education and Psychology (ex officio): a member appointed by the School of Sociology/Social Work; and two members appointed by the Nominating Committee with preference given to departments with significant summer programs.
3. The term of membership is two years.
4. The work of the committee is to study the summer program and make recommendations to appropriate campus committees regarding finances, curriculum, and special summer programs.
5. The committee meets when called by the chair.

(Procedures)
1. Protocol
   a. Agendas are developed by the chair and distributed at the meetings. Members who wish to add to an agenda may do so if they inform the chair in advance.
   b. Actions are taken by vote, but occasionally by consensus.
   c. Committee workload (average in clock hours per quarter)
      Chair: 12 hrs
      Members: 6 hrs
   d. Other protocol procedures:
      · Although the committee works as a group, occasionally the chair makes assignments to individual members. Sub-committees are not normally used.
      · The committee reviews all topics, workshops, and new courses and makes recommendations to the Curriculum Committee and Graduate Council.
      · The committee reviews final summer reports, including enrollment and financial reports, and sends them to Cabinet.
      · The committee advises the Summer Session Director in assessing and evaluating summer educational programs.
2. Communication
   a. Copies of the minutes, recorded by a secretary appointed by the chair, are sent to the Vice-President for Academic Administration, the Faculty Senate Chair, and members.
3. Documentation
   a. Recommendations are accompanied by rationale or supporting documents.
   b. Minutes are kept in the Summer Session Office and are sent to the Central File.

3.2.2.3 TECHNICAL SUPPORT SERVICES
1. The Technical Support Services Committee is responsible to the Vice-President for Academic Administration.
2. The committee consists of the Assoc. Vice-President for Academic Administration, the Director of Technical Support Services, the Director of Information Services or designee, and one representative from each academic user department as chosen by the department and approved on an accept/refer ballot by the faculty. The committee selects its own chair to serve a two-year term, which may be repeated.
3. The normal term of office for departmental representatives is two years, but departments may replace their representatives at any time.
4. The work of the committee is to
   a. Recommend to the administration financial and operational policies for Technical Support Services and aid in their implementation, including assistance in developing requests for capital and operating budgets;
   b. Recommend changes in permanent staff for Technical Support Services;
   c. Maintain a plan for how Technical Support Services will meet the long-range needs of the various academic departments, including routine preventive maintenance and calibration of all equipment;
   d. Insure the availability of consultation on technical equipment purchases.
5. The committee meets when called by the chair.

(Procedures)
1. Protocol
2. Communication
3. Documentation

3.2.3 VICE PRESIDENT FOR FINANCIAL ADMINISTRATION

No committees.

3.2.4 VICE PRESIDENT FOR STUDENT LIFE

No committees.
3.2.5 VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT
No committees.

3.2.6 VICE PRESIDENT FOR MARKETING AND ENROLLMENT SERVICES
No committees.

3.2.7 VICE PRESIDENT FOR SPIRITUAL LIFE AND MISSION
No committees.

3.2.8 DESCRIPTION
No description.

3.2.9 GOVERNANCE STRUCTURE
No description.

3.2.10 GRADUATE STUDIES
No committees.

3.2.11 SCHOOL DEANS
No committees.

3.2.12 DEPARTMENT CHAIRS
No committees.

3.2.13 LIBRARIANS
No committees.

3.2.14 FACULTY

3.2.14.1 FACULTY SENATE
Bylaws
1. The Faculty Senate is responsible to the faculty.
2. The Faculty Senate consists of the following members:
   a. Chair and Vice-Chair
      The chair and vice-chair, must be faculty members of professor or associate professor rank with at least two years' tenure at Walla Walla University. They must have experience and demonstrated interest in the governance system. They are elected by the faculty from a ballot prepared by the Nominating Committee. The term of office is one year and may be extended to two years. The vice-chair does NOT automatically become chair. Should the chair and/or vice-chair agree to serve a second year, faculty will vote on an accept/refer ballot prepared by Nominating Committee.
   b. Faculty
      There is one member from each academic department and the library, elected by the faculty of each department and the library by formal ballot provided by the Nominating Committee. The term of office is three years with rotation and due regard for continuity.
   c. Administrators
      The President, Vice-Presidents for Academic and Financial Administration, the Dean of Graduate Studies, the Assoc. Vice-President for Academic Administration, and the Registrar are ex officio members.
   d. Students
      Three student members, elected by ASWWU Senate, serve for one year.
   e. Committee Chairs
      The chairs of Curriculum Committee, Academic Standards Committee, Governance Handbook Committee, and the University Master Planning Committee are non-voting ex officio members.
3. The term of membership is three years, except for students, who serve one year.
4. The work of the Faculty Senate is to
   a. Originate, review, and recommend policies for the academic program;
   b. Review specific academic matters which are new or which may have a broad effect on academic departments and the academic program;
   c. Commission the governance working committees responsible to Faculty Senate to develop appropriate policies;
d. Review and approve specific policy recommendations of the governance working committees responsible to Faculty Senate;

e. Accept reports for information purposes from the governance working committees responsible to Faculty Senate and evaluate any proposed exceptions to policy which the reports contain;

f. Submit reports for information to Faculty-in-Session and submit recommendations, new policies, and departures from policies to Faculty-in-Session for approval;

g. Maintain open, two-way communication with the administration; recommend administrative review of policies which are more pervasive than specific academic policies but which affect the academic program; provide reports to, and receive reports from, the administration; participate in a two-way advisory relationship with administration.

5. The duties of Faculty Senate administrators are as follows:

a. The chair is responsible for the overall direction of the Faculty Senate, including development of the agenda for senate meetings. He or she chairs meetings of the Senate, maintains contact with administration, and serves on the President's Cabinet.

b. The vice-chair is responsible to the chair. He or she chairs meetings of the Executive Committee, organizes and guides the work of the Executive Committee (see below), chairs senate meetings in the absence of the elected chair, and serves on Nominating Committee.

c. The parliamentarian is a faculty member of the Senate, elected by the Senate for a term of one year. The duty of the parliamentarian is to see that the business of the Senate is conducted according to Robert's Rules of Order.

d. The secretary is a non-member of the Senate, appointed by the chair in consultation with the Executive Committee and the administration.

e. The Executive Committee consists of the chair, the vice-chair, the VP for Academic Administration or designee, and five members of the Senate elected by the Senate for a term of two years with rotation and due regard for continuity. The Executive Committee serves as a liaison between the Senate and working committees, maintains and coordinates the flow of information and reports to and from the committees responsible to the Senate, and serves as liaison between the faculty and the administration. The Executive Committee also oversees the Administrative Evaluations (See Procedures).

6. Senate Chair Consideration

Faculty members accepting the responsibility of Faculty Senate chair will be given consideration in recognition of service. Consideration options are determined by the Vice President for Academic Administration in consultation with Faculty Senate Executive Committee (see Appendix Q p. 143).

7. Faculty Senate meets as listed in the academic calendar, and at other times as called by the chair.

(Procedures)

1. Protocol

a. The chair develops the agenda and distributes it at least two days in advance of Senate meetings.

b. Actions are taken by vote.

c. Committee workload (average, in clock hours per quarter)
   Chair: 180 hrs
   Vice-Chair: 40 hrs
   Members: 20 hrs

   The workload for chair of Senate is considered to be 1/3rd of a standard teaching load, or four credits per quarter. The chair may opt to accept a teaching load reduction or any one of several other options (see Appendix Q p. 143) and may change the selected option at the beginning of each quarter by notifying the Vice President for Academic Administration. No consideration is provided for summer quarter.

d. Other protocol procedures:

   The Faculty Senate

   Reviews specific academic matters which are new or which may have a broad effect on academic departments and the academic program.

   Commissions the Governance working committees responsible to Senate to develop appropriate policies.

   Reviews and approves specific policy recommendations of the Governance working committees responsible to Senate.

   Accepts reports for information purposes from the governance working committees responsible to Senate and evaluates any proposed exceptions to policy which these reports may contain.

   Submits recommendations, policies, and reports to the faculty for information; submits major recommendations, new policies, and departures from policies to the faculty for approval.

   A member who necessarily must be absent should arrange for an alternate from the entity represented. An alternate is considered part of the quorum and is authorized to vote.
Prior to faculty actions, all Senate recommendations with pervasive effects on the academic program will be communicated in writing to Administration for review and response. Senate expects that prior to final administrative action, all administrative recommendations with pervasive effects on the academic program will be communicated in writing to the Senate for review and response.

Appeals in writing may be made by academic department chairs to the chair of Senate. These appeals concern issues acted on by working committees resulting in decisions deemed by the department chair to be adverse or unfair to the respective department. The appeal process may continue to the faculty if the department chair is not satisfied by the Senate decision. In most matters, the faculty will be the final arbiter.

Policy for visitors to Senate
Faculty Senate is a representative body with teaching faculty, administrative, and student members. Faculty members, administrators, and students of the University who wish to visit the senate are welcome, but should make requests of the senate chair through their senators. To allow for agenda planning, such requests should be made in advance of the meeting. Should alternative arrangements be necessary, visitors, including persons from off campus, must contact the Senate chair.

Invitees
The chair of the senate may invite non-senators to observe or assist the senate in its deliberations.

Visitor
Visitors usually attend as observers for informational purposes and do not take part in the proceedings. Those intending to speak at senate should arrange in advance for agenda time. Visitors who wish to make group presentations should provide the senate chair with a list of the people involved. A time limit for presentations will be established in keeping with the other items on the agenda.

Policy of Administrative Evaluations
The Director of Human Resources, in consultation with Faculty Senate Executive Committee, oversees design, content, and implementation of an evaluative survey to measure perceptions of administrator effectiveness. Evaluated administrators are the president, vice presidents, and associate vice presidents. The survey will meet the following criteria:

1. The survey:
   • is administered online at least once every two years
   • maintains consistent evaluative measures across administrators and time
   • includes open-ended response options
   • is brief-10 or fewer questions recommended

1. The process:
   • includes notification to and opportunity for participation of all current faculty and staff
   • provides sufficient time and opportunity to respond
   • includes the option for administrators to suggest up to 3 questions of their choosing
   • maintains anonymity of respondents and privacy of data

The compiled survey results (both numeric and comments) for each administrator shall be accessible only to the President, the Board Chair, and the respective administrator. The compiled results of the President's survey shall be accessible only to the President, the Board Chair, and the Board Vice-Chair.

The President and the Chair of Faculty Senate will meet to view and confidentially consider the survey results for all administrators. In special cases, an administrator may request the President to substitute the Vice Chair of Faculty Senate to fulfill the role of Faculty Senate Chair concerning the viewing and consideration of their survey results.

Permanent records of all administrative surveys are maintained by the President's office.

2. Communication
   a. Minutes are reviewed by the chair, and provided to and approved by the senators. Minutes are also sent to the academic department chairs not on the Senate.
   b. Other communication procedures:
      • The chair maintains contact with administration, serving on President's Cabinet.
      • The vice-chair serves on Nominating Committee.
      • The Senate Executive Committee serves as a liaison between Senate and working committees, maintains and coordinates the flow of information and reports to and from the committees responsible to the Senate, and serves as a liaison between the faculty and the administration.
· The Faculty Senate
   Maintains open, two-way communication with the administration.

   Recommends administrative review of policies which are more pervasive than specific academic policies but which affect the academic program.

   Provides reports to, and receives reports from, the administration; serves in a two-way advisory role with the administration.

3. Documentation
   a. Rationale for all actions and recommendations is included in the minutes.
   b. Minutes of all regularly and specially scheduled meetings are recorded by the secretary. All minutes are sent to the Central File.
   c. Other documentation procedures:
      · The chair keeps a notebook recording the work of the Senate.

3.2.14.2 FACULTY DEVELOPMENT

1. The Faculty Development Committee is responsible to the faculty.

2. The committee consists of the Vice-President for Academic Administration or designee, and six teaching faculty: Four of whom shall be elected by the faculty, a chair and a vice-chair appointed by the Vice-President for Academic Administration. The faculty members should represent each of the following three academic areas: humanities, sciences-mathematics-engineering, and professional-technical. At least two of the faculty must be active in research.

3. The chair-elect, if not already a member of the committee, may sit with the committee on a non-voting basis for one quarter before becoming chair.

4. The vice-chair coordinates applications for faculty grants.

5. The term of membership is three years, beginning with the fall term.

6. The work of the committee is to:
   a. Recommend policies and administer programs to foster professional growth.
   b. Recommend policies regarding faculty research and administer faculty grant applications.
   c. Review sabbatical applications and submit recommendations to the administration.
   d. Oversee the activities of the Faculty Center.

7. The committee meets when called by the chair, at least once each month during the academic year.

(Procedures)

1. Protocol
   a. The chair develops agendas and distributes them at least one day in advance of meetings.
   b. Actions are taken by vote.
   c. Committee workload (average, in clock hours per quarter)
      Chair:
      Members:

2. Communication
   a. Copies of minutes are sent to the President, chair of Faculty Senate, vice-chair of Faculty Senate, and members at least once per quarter.
   b. The committee solicits ideas, suggestions, and opinions from the teaching faculty and administrators.

3. Documentation
   a. A summary of the rationale is included in the statement of each action or recommendation.
   b. The chair keeps a Chair Notebook recording the work of the committee.

3.2.14.3 GOVERNANCE HANDBOOK

(Bylaws)

1. The Governance Handbook Committee (GHC) is responsible to the faculty.

2. The committee consists of three faculty members elected by the faculty, one faculty member appointed by the Nominating Committee, and a fifth appointed by the President to act as chair. At least three of the members are chosen from among tenured faculty members. The Chair serves as a non-voting, ex officio member of Faculty Senate (see 3.2.14.1 Item 2.e Committee Chairs p. 51).

3. The term of membership is four years.
4. The work of the committee is to
   a. Process, develop, and revise GOVERNANCE HANDBOOK items and make recommendations to Faculty in Session and Faculty Senate;
   b. Interpret the GOVERNANCE HANDBOOK in consultation with the Administration.
   c. Monitor the University's governance system and
      - notify individuals or committees of their non-compliance with the Governance Handbook.
      - report ongoing non-compliance to the Faculty Senate and the President.
      - review annually each standing governance committee and recommend to Faculty Senate potential changes to the committee structure and/or governance process.
      - convene a meeting of all committee chairs, the purpose of the meeting is to help each committee better articulate its interactions with the campus.
      - maintain the university's Organizational Diagrams [Appendix N p. 134].

5. The committee meets when called by the chair.
   (Procedures)
   1. Protocol
      a. The chair develops agendas and distributes them at least one day in advance of committee meetings.
      b. The committee takes actions by majority vote.
      c. Committee workload (average, in clock hours per quarter)
         Chair: 100 hrs
         Members: 30 hrs
   2. Other protocol procedures:
      The committee (GHC) Conducts an annual review of standing governance committees using a Committee Review form.
      - Encourages each standing committee to review its bylaws and procedures during the academic year and to recommend revisions based on the annual reviews.
      - Invites guests to bring recommendations for Governance Handbook changes before the GHC or respond to such documents already before the GHC
      - Presents recommendations or proposals to appropriate governance bodies and requests approval, denial, or referral.
      - Makes assignments to individual members or forms subcommittees as needed to carry out the work of the committee.

3. Communication
   a. Copies of minutes are sent to the President, Chair of Faculty Senate, Vice-Chair of Faculty Senate, and committee members.
   b. Other communication procedures:
      - The committee maintains open communication by seeking suggestions and data from other committees, administrators, departments, and faculty members before advancing recommendations to Faculty Senate.
      - The chair shares correspondence with committee members.

4. Documentation
   a. Rationale for all actions and recommendations accompanies all documents referred to originating committees or sent on to other governance bodies.
   b. The chair keeps a Chair Notebook containing the work of the committee. Minutes are sent to the Central File.
   c. Other documentation procedures:
      - Members keep notebooks containing the work of the committee. Upon completion of membership, outgoing members transfer their notebooks to incoming members.
      - The chair transfers the Chair Notebook to the incoming chair.

3.2.14.4 NOMINATING
   (Bylaws)
   1. The Nominating Committee is responsible to the faculty.
2. The committee consists of the President or an administrator designated by the President (ex officio), the Vice-Chair of the Faculty Senate (ex officio), and five faculty members elected by the faculty. The chair is chosen by the committee from among the five teaching faculty members, for a term of one year.

To fill vacancies on the Nominating Committee, the Faculty Senate Executive Committee will prepare a ballot of names for election by the faculty.

3. The term of membership is three years. Members may not serve consecutive terms.

4. The general work of the committee is two-fold: 1) to nominate qualified candidates for all elective positions on governance committees, for Faculty Board Observers, and for faculty representation in the Student Senate, and 2) to supervise elections, with a majority of ballots cast necessary for election. To accomplish this work, the Nominating Committee will:
   a. Seek guidelines concerning nominations from each of the committee chairs and encourage suggestions from the faculty and students.
   b. Encourage balanced representation for varying faculty viewpoints, reasonable rotations of committee memberships, and broad participation by individual faculty members in academic governance.
   c. Present nominations for positions for the next academic year no later than 3 weeks before graduation. Other vacancies are filled as they occur.
   d. Send ballots of nominees to all faculty members and allow at least one week for returns.
   e. Provide secret ballots for each election. Normally, each ballot will contain two nominations and space for write-in votes. No position shall be filled by the Nominating Committee without at least an accept/refer ballot.
   f. Oversee the process outlined in the Bylaws of Faculty Senate for the elections of faculty senators and the chair (in the case of a vacancy) and vice-chair.
   g. Prepare a ballot in the case of an unexpired committee vacancy. In consultation with the candidates and with the chair of the governance committee involved, the Nominating Committee will select persons who will complete the term and, for the sake of continuity, may serve for the next complete term.
   h. Follow the procedures noted below in the case of tie votes:
      1. When two nominees tie for a position, the Nominating Committee members vote to break the tie.
      2. When more than two nominees tie for a position, the Nominating Committee submits another ballot to the faculty, listing only the nominees who tied.

5. The committee meets when called by the chair.

(Procedures)

1. Protocol
   a. Chair develops agendas and distributes them in advance of meetings. Governance committee vacancies are given priority on agendas.
   b. Actions are taken by vote or consensus.
   c. Committee workloads (average, in clock hours per quarter)
      Chair: 50 hrs
      Members: 30 hrs
   d. Other protocol procedures:
      · The Walla Walla University GOVERNANCE HANDBOOK provides the rules for nominations, elections, and appointments. It specifies which positions are filled by appointment and which by election, and it denotes the cases in which it is required that persons come from certain areas.
      · Nominations for the following year are to be presented as required by deadlines specified for the Bulletin. Other vacancies are filled as they occur.
      · All elections are by secret ballot.
      · Ballots are sent to eligible voters, including those on the Portland Campus, at least one week in advance of election deadlines. Eligible voters for Faculty Senate representatives are members of the department represented. Ballots for elective offices have at least two candidates and space for a write-in, while those for appointments are filled on an accept/refer basis.

      Each ballot includes:
      · Voting instructions and deadline
      · Names of Nominating Committee members
      · Handbook requirements for selections of candidates
      · Length of term and date of completion
· Names and departments of continuing members
· Names and departments of candidates
· In filling a vacancy occurring in an unfinished term, the Nominating Committee may, in consultation with the chair of the committee in question, ask the candidate to complete the current term and serve through the next complete term. In such a case the ballot will so state.
· Members vote to break a tie between two candidates on a ballot. If there is a tie between more than two candidates, a new ballot is submitted to the faculty listing only the nominees who tied.
· At least two members should be present when ballots are counted.
· Committee positions designated as “elected” require two names on the ballot. Positions designated as “appointed” require an accept/refer ballot of faculty.

2. Communication
   a. Minutes are sent to all members.
   b. Other communication procedures:
      The chair
      Informs all candidates personally of the election results and sends the results of each election to all faculty members within a week after the election.
      Seeks guidelines and suggestions from the chairs of committees for which members are to be chosen.
      Supplies the President with a list of appointments he or she must make for the following year.

3. Documentation
   a. Rationale accompanies all actions which appear in the minutes. As appropriate, rationale for specific positions will appear on the ballot. In addition to adhering to the criteria listed in the BYLAWS, rationale such as the following may be used in choosing candidates:
      · balance in gender and discipline
      · number of committee assignments
      · level of interest
      · recency of university employment
   b. Minutes, agendas, sample ballots, and election results are sent to the Central File.

3.2.14.5 PRE-PROFESSIONAL EVALUATION
(Bylaws)
1. The Preprofessional Evaluation Committee is responsible to the faculty.
2. The committee consists of the Assoc. Vice-President for Academic Administration, chair; the Vice-President for Student Life; the Dean of Men; the Dean of Women; the Chairs of the Departments of Biology, Chemistry, and Physics or their designees; and the advisors for dentistry and medicine. Prior to each meeting, the pre-professional adviser(s) of the student(s) being considered will be invited as (a) voting member(s).
3. The work of the committee is to evaluate and recommend students for admission to professional schools.
4. The committee meets when called by the chair.
(Procedures)
1. Protocol
   a. The chair develops agendas and distributes them at least one day in advance of each meeting.
   b. The committee takes action by majority vote or consensus.
   c. Committee workload (average, in clock hours per quarter)
      Chair: 20 hrs
      Members: 8-10 hrs
   d. Other protocol procedures:
      · The committee
      Gathers information about pre-professional candidates from the permanent academic record, professional school admissions test results, academic adviser, teachers, and Student Life personnel.
      Evaluates candidates and reports results on forms prepared and/or approved by the appropriate professional school.
      Receives written application for recommendation for medical, dental, and paramedical pre-professional schools.
Makes recommendation to the professional school(s) as requested by candidates. A fee is assessed for candidates requesting more than five recommendations.

- The secretary for the Assoc. Vice-President for Academic Administration serves as secretary of the committee.

2. Communication
   a. Because of confidentiality, minutes are not circulated but are available to the committee members in the Assoc. Vice-President for Academic Administration’s office.
   b. Other communication procedures:
      - The chair maintains liaison with the appropriate admissions offices of universities and professional schools of interest to students.

3. Documentation
   a. Rationale for each student evaluation is included in the evaluation.
   b. Minutes are kept in the office of the Assoc. Vice-President for Academic Administration.

### 3.2.14.6 FACULTY REPRESENTATIVES ON ASWWU SENATE

(Bylaws)

1. Faculty representatives serve as ASWWU senators representing the faculty district and are responsible to the faculty.
2. The number of faculty representatives (currently two) is determined by ASWWU constitution. The faculty elects one of these representatives from a slate submitted by the Nominating Committee prepared in consultation with ASWWU Senate. The other representative is appointed by the Nominating Committee.
3. The term of membership is one year.

(Procedures)
1. Protocol
2. Communication
3. Documentation

### 3.2.14.7 BOARD OBSERVERS

(Bylaws)

1. Faculty Board Observers are responsible for reporting to the faculty matters of interest and significance from the Walla Walla University Board of Trustees meetings, excluding executive meetings.
2. The term of membership is two years, membership will be staggered.

(Procedures)
1. Protocol
   a. The observers attend all Walla Walla University Board of Trustees meetings, excluding executive sessions.
2. Communication
   a. Faculty Board Observers will be given a copy of the agenda, materials and minutes from board meetings.
   b. Faculty Board Observers will present a report of findings following each board meeting.
   c. Documentation

### 3.2.14.8 FACULTY COMPENSATION

(Bylaws)

1. The Faculty Compensation Committee is responsible to the Faculty.
2. The committee consists of four faculty, one being the chair. The chair is elected by Faculty Senate, and the three faculty members are elected by the faculty. Additional members are the Vice-President for Academic Administration or designee, the Vice-President for Financial Administration or designee, and the Director of Human Resources.
3. To qualify to serve as chair, a faculty member should:
   a. be tenured and hold the rank of professor or associate professor.
   b. have a minimum of four year of prior employment at Walla Walla University.
   c. have served or be serving on the Faculty Compensation Committee.
4. The term of faculty membership is three years, and members' terms should overlap to provide continuity. The term of the chair is one year and may be annually extended up to three years by Faculty Senate. Faculty should be selected with due regard for diversity, for campus representation, and for the sensitive nature of the committee's work.
5. The work of the committee is to:
   a. prepare an annual written and oral compensation report that includes
      1. data comparing annual faculty compensation (including salaries and benefits, e.g. medical benefits, retirement plan, education benefits, etc.) with that of:
         - WWU staff and administration.
         - Other Seventh-day Adventist colleges, universities, and institutions.
         - A representative sample of non-SDA peer colleges and universities.
      2. a comparison of past faculty salaries and projected faculty salaries, adjusted for inflation.
   b. Annually present to Faculty and Administration, a compensations report, including recommendations.

(Procedures)
1. Protocol
   a. The agendas are developed by the committee chair
   b. Actions are taken by committee consensus or majority vote
   c. Other protocol procedures:
2. Communication
   a. Minutes are recorded by a designated committee member
   b. Copies of minutes are sent to the President, Chair of Faculty Senate, Vice-Chair of Faculty Senate, and committee members
   c. A written report of the annual compensation report will be sent to the Administration and the Central file.
3. Documentation
   a. The chair keeps a Chair Notebook containing the work of the committee.

3.2.15 FACULTY SENATE

3.2.15.1 ADMISSIONS

(Bylaws)
1. The Admissions Committee is responsible to the Faculty Senate.
2. The committee consists of the Director of Admissions, chair; one teaching faculty member appointed by the President; and one teaching faculty elected by the faculty.
3. The committee also consists of the following ex officio members or their designees: Vice-President for Office of Enrollment, Vice-President for Academic Administration; the Vice-President for Student Life; the Director of Student Financial Services; Dean of Men; Dean of Women; Registrar; the Director of Academic Advisement.
4. The term of membership is two years.
5. The work of the committee is to select from the applicants those who meet the admission standards of the University and to make recommendations regarding admission standards and practices.
6. The committee meets when called by the chair.

(Procedures)
1. Protocol
   a. Agendas are developed by the Director of Admissions and are distributed when the committee meets.
   b. Actions are taken by vote, but occasionally by consensus.
   c. Committee workload (average, in clock hours per quarter)
      Chair:
      Members:
   d. Other protocol procedures:
      · Although the committee works as a group, occasionally the chair makes assignments to individual members or forms sub-committees.
      · The chair corresponds with applicants informing them of the Admissions Committee's decisions.
2. Communication
   a. Copies of minutes are sent to Admissions Committee members.
   b. Other communication procedures:
The chair maintains open communication by soliciting information from Faculty Senate, the Administration, and the faculty. When exceptions to policies are made, students are normally informed in writing of the rationale for the exceptions.

Copies of academic credentials such as transcripts, test scores, recommendations, and applications are shared with members for evaluation. To preserve confidentiality, all materials are collected at the close of each meeting and destroyed.

Decisions are communicated by letter to students within two days of committee action.

3. Documentation
   a. Rationale for decisions is incorporated into the minutes and letters sent to students.
   b. Minutes are kept on file in the office of the Director of Admissions. Student files are confidential but may be made available to committee members, academic administrators, and advisers.
   c. Other documentation procedures:
      · Copies of all letters are kept in committee records.
      · Enrolled student files are kept in the Records office.
      · Non-enrolled student files are kept in the office of the Director of Admissions.

3.2.15.2 ACADEMIC STANDARDS
   (Bylaws)
1. The Academic Standards Committee is responsible to the Faculty Senate.
2. The committee consists of the Vice-President for Academic Administration or the vice-president's designee, chair; the Registrar or designee; Director of Academic Advisement; and four teaching faculty elected by the faculty. The Chair serves as a non-voting, ex officio member of Faculty Senate (see 3.2.14.1 Item 2.e Committee Chairs p. 51).
3. The term of membership is five years.
4. The work of the committee is to
   a. Review and recommend changes in academic policies and standards;
   b. Advise the Vice-President for Academic Administration on the administration of academic policies;
   c. Consider and act on student petitions in such academic matters as exceptions to published academic rules, advanced credit by examination, application of credits by transfer or earned by correspondence toward graduation, academic probation, out-of-schedule examination requests, irregular class entrance, and withdrawals.
5. The committee meets when called by the chair, usually once a week.
   (Procedures)
1. Protocol
   a. The chair develops the agenda in consultation with the Associate Vice-President of Academic Administration and the secretary of the committee.
   b. Actions are taken by vote.
      Committee workload (average, in clock hours per quarter)
      Chair: 40 hrs
      Members: 20 hrs
   c. Other protocol procedures:
      The committee
      Considers only petitions for which the students secure the signatures of their advisers and the recommendations of the appropriate departments.
      Acts upon petitions within one week except during vacation periods.
      Reviews overloads and out-of-schedule exams in the following manner: routine cases are handled by the Associate Vice-President of Academic Administration based on guidelines set by the committee; exceptional cases are decided in consultation with the chair and the secretary of the committee.
      Recommends changes in academic policy to the Curriculum Committee and the Faculty Senate.
      Processes routinely, by means of a subcommittee consisting of the Assoc. Vice-President for Academic Administration, the secretary of the committee, and the chair, cases in which clear policies or precedents are established.
      Acts in full committee on all appeals to denied petitions; appeals must be based on additional evidence.
2. Communication
3. Documentation
   a. Rationale for actions is based on policies voted by the faculty, on precedent, and on the merits of the individual case and is recorded in the minutes. Ambiguity in policy statements and improper advisement will be taken into consideration.
   b. A permanent file of actions is kept by the committee and sent to the Central File. Petitions and related documents are kept in the Records Office.

3.2.15.3 CURRICULUM
   (Bylaws)
   1. The Curriculum Committee is responsible to the Faculty Senate.
   2. The committee consists of the Vice-President for Academic Administration, chair; one faculty member appointed by the Vice-President for Academic Administration to serve as executive secretary, the Registrar or designee; and five members of the teaching faculty elected by the faculty. The Chair serves as a non-voting, ex officio member of Faculty Senate (see 3.2.14.1 Item 2.e Committee Chairs p. 51).
   3. The term of membership is five years.
   4. The work of the committee is to
      a. Study the academic program in general and recommend to the faculty specific plans for improvement;
      b. Consider and recommend bulletin and curriculum changes and changes in degree requirements.
   5. The committee meets when called by the chair, usually once a week.

(Procedures)
   1. Protocol
      a. The chair and secretary develop the agenda and distribute it to members. Significant items must be available to the committee members before the day they are voted.
      b. Actions are taken by vote, usually through voice or hand vote unless a secret ballot is called for by a member.
      c. Committee workload (average, in clock hours per quarter)
         Chair: 40 hrs
         Members:
      d. Other protocol procedures:
         · Supporting materials for agenda items are kept in notebooks for each committee member.
         · All material submitted from departments for consideration must be written on the appropriate forms, which may be obtained in the office of the Vice-President for Academic Administration.
         · Department chairs may request to present materials orally to the committee but only after the materials have been received in the appropriate written form. The committee may ask questions of a chair, but the chair may not remain for the discussion and vote.
   2. Communication
      a. Minutes, including bulletin material and policy recommendations, are sent to the Chair of Faculty Senate and committee members.
   3. Documentation
      a. Currently, because of the volume and nature of the material considered, rationale is not generally recorded with actions.
      b. Minutes are sent to the Central File.
3.2.15.4 GRADUATE COUNCIL
(Bylaws)
1. The Graduate Council is responsible to the Faculty Senate.
2. The committee consists of the Dean of the Graduate Studies, chair; the Registrar or designee; the chairs of the departments offering graduate degrees; an additional representative from each of these departments (the departmental director of the graduate program, if one has been designated); and two faculty members from departments not offering graduate degrees, appointed by the President in consultation with the Graduate Dean.
3. The term of membership is two years.
4. The work of the council is to
   a. Review and recommend to the Faculty Senate major changes in academic policy pertaining to the graduate program, including proposed and existing courses for graduate programs;
   b. Recommend graduate admissions criteria;
   c. Evaluate student graduate program proposals;
   d. Verify students’ eligibility for candidacy for graduate degrees, verify fulfillment of degree requirements, and subsequently recommend to the faculty candidates for graduate degrees;
   e. Consider and act on graduate student petitions in such academic matters as exceptions to published academic rules, graduate courses to be taken for undergraduate credit, graduate courses to be taken for graduate credit by undergraduate students, application of transfer credits toward graduation, commencement participation, irregular class entrance, and withdrawals.
   f. Oversee publication of a graduate studies bulletin.
   g. Maintain the university’s Ethics in Research Policy and, in consultation with Faculty Senate, revise policies in accordance with accepted standards of ethics in research [Appendix M p. 131].
5. The council meets when called by the chair, at least twice a month while school is in session.
(Procedures)
1. Protocol
   a. The chair develops the agenda in consultation with members and distributes it several days prior to meetings.
   b. Although strong consensus is the goal on most issues, actions are taken by vote.
   c. Committee workload (average, in clock hours per quarter)
      Chair: 50 hrs
      Members: 15 hrs
   d. Other protocol procedures:
      The committee
      Studies student, faculty, and administration petitions and concerns in order to identify and chart meaningful changes in academic policy at the graduate level.
      Assesses course descriptions and syllabi as presented by graduate program representatives.
      Reviews program approval applications for deficiencies, core courses, concentration requirements, transfer credits, grade records, accuracy, etc.
      Examines evaluations of student candidacy examinations at the department level.
      Applies departmental admissions criteria to assess student qualifications.
      Discusses departmental curriculum modifications and reviews programs each fall, in preparation for the next graduate bulletin.
      Requires supporting information and documents before giving its decision in instances of outdated credits, ill-defined transfer credit requests, and other out-of-the-ordinary matters.
      Requires rationale and supporting evidence in reviewing petitions.
      The chair
      Oversees the publication of the Graduate Bulletin.
      Maintains accurate policy, standard, and curricula statements in the Graduate Bulletin.
      Obtains applications, supporting documents, and departmental recommendations and presents them to the Council.
      Corresponds in writing with students regarding Council actions.
2. Communication
   a. Minutes are distributed to the President, the Vice-President for Academic Administration, the Director of Continuing Education, the Coordinator of Adult Education, and members.
b. Other communication procedures:
   - The committee establishes and maintains written admissions criteria reflecting behavioral and interpersonal
     factors; professional excellence and contributions; related professional training; and performance, academic,
     and standardized test requirements.
   - The chair
     Sends letters to students and their department chairs, notifying them of actions relating to admissions,
     petitions, and program approvals.
     Sends final program forms to the Registrar to check graduation eligibility.
     Recommends candidates for graduate degrees at the commencement ceremony.
     Presents substantive policy and curricular changes to the Faculty Senate.

3. Documentation
   a. Rationale for all actions and recommendations is included in minutes. Letters notifying graduate students of
      actions taken frequently include rationale.
   b. Minutes are sent to the Central File.
   c. Other documentation procedures:
      - The committee enters into the minutes actions concerning students accepted or denied admission at the
        department level. The chair maintains a notebook containing the work of the committee. The Graduate
        Bulletin also becomes a repository of most policies and academic guidelines.

3.2.15.5 LIBRARY
(Bylaws)
1. The Library Committee is responsible to the Faculty Senate.
2. The committee consists of the Director of Libraries; one librarian appointed by the Nominating Committee; three
   members of the teaching faculty elected by the faculty; two members of the teaching faculty appointed by the President;
   one member of the teaching faculty appointed by the Nominating Committee, and two students selected by ASWWU
   Senate. The composite membership of the committee represents the diverse academic areas of the University. The
   chair is appointed by the Nominating Committee from the teaching faculty members.
3. The term of membership is three years.
4. The work of the committee is to
   a. Aid in the development of the budget requests for books and periodicals and the presentation of the budget to the
      administration;
   b. Recommend allocation of budgeted money to academic departments for library purchases;
   c. Advise in both the operation and growth of the library.
5. The committee meets when called by the chair.
(Procedures)
1. Protocol
   a. Agendas are prepared and distributed by the chair. Committee members may suggest items for consideration.
   b. Actions are taken by majority vote.
   c. Committee workload (average, in clock hours per quarter)
      Chair: 20-25 hrs
      Members: 8 hrs
   d. Other protocol procedures:
      - Minutes are kept by a secretary elected from among committee members.
      - Guests will be invited to bring concerns and/or proposed documents before the committee to respond to
        documents already before the committee.
      - The chair makes assignments to individuals or forms sub-committees as needed.
2. Communication
   a. The chair sends copies of minutes to the chair of Faculty Senate and to members.
   b. Other communication procedures:
      - The chair shares correspondence directed to the committee.
3. Documentation
a. Every action taken by the committee will be supported by documented rationale.

b. The chair keeps a permanent record of the committee's work and transfers it to the incoming chair. Minutes are sent to the Central File.

c. Other documentation procedures:
   
   - Members keep notebooks containing the work of the committee. Outgoing members transfer notebooks to the committee chair, who distributes them to incoming members.

3.2.15.6 RANK AND TENURE

(Bylaws)

1. The Rank and Tenure Committee is responsible to the Faculty Senate.

2. The committee consists of six teaching faculty members, five elected by the faculty and one appointed by the President. The Vice-President for Academic Administration is a non-voting member. The committee members are chosen from each of the ranks of assistant, associate, and full professor, with two full professors serving at all times. The members from the latter two ranks are tenured. A quorum shall consist of five voting members.

   The committee elects the chair for a one-year term, which may be repeated. The chair must be a tenured associate or full professor with at least two years of experience on the committee.

   A substitute for a member of the committee may be found in the case of a potential conflict of interest. In consultation with the committee, the chair chooses the substitute from persons with the same rank and prior experience on the committee. An associate professor may substitute for an assistant professor, if needed.

3. The term of membership is four years. Subsequent but not consecutive terms may be served.

4. The work of the committee is to

   a. Consider, on the basis of guidelines set forth in the GOVERNANCE HANDBOOK, the qualifications of faculty members eligible for advancement in rank or tenure status. The committee then makes appropriate confidential recommendations to the administration, which then submits these recommendations to the board. The committee is expected to work for fair, uniform, and objective consideration of advancement in all departments and for high standards of teaching ability, spiritual leadership, and scholarly attainment among those retained and advanced;

   b. Consider, on the basis of guidelines set forth in the GOVERNANCE HANDBOOK, the qualifications of newly-appointed faculty members in order to assist the administration and the board in the assigning of academic rank and tenure;

   c. Consider, on the basis of guidelines set forth in the GOVERNANCE HANDBOOK, the qualifications of candidates for honorary degrees to be conferred at commencement exercises. The committee makes appropriate, confidential recommendations to Faculty-in-Session before final approval by the board;

   d. Consider, on the basis of guidelines set forth in the GOVERNANCE HANDBOOK, the qualifications of candidates for emeritus standing. The committee makes appropriate, confidential recommendations to the administration, which then submits recommendations to the board for ratification.

5. The committee meets weekly or as called by the chair.

(Procedures)

1. Protocol

   a. The chair develops the agenda in consultation with the committee members and the Academic Administration office. It is either announced in the previous meeting, posted in the members' notebooks at least one day prior to the meeting, or, when necessary, established as the meeting begins.

   b. Actions are taken by majority vote with all members (or substitutes) present. The chair votes only in the case of a tie.

   c. Committee workload (average, in clock hours per quarter)

      Chair: 25 hrs
      Members: 15 hrs

   d. Other protocol procedures:

      - A substitute must be found if the faculty member to be reviewed is a member of the committee. Also, a substitute must be found if the person to be considered is from the same department as, is related to, or has a relationship with a committee member which would present a conflict of interest for that member.

      - Only complete dossiers will be considered.

      - Notebooks containing dossier materials are prepared by the Academic Administration office for each member. These notebooks are kept in the Academic Administration office and are not to be taken from there under any circumstance.
· Reviews of candidates' dossiers for rank and tenure are conducted in the autumn quarter, with all committee recommendations being completed no later than two weeks prior to the Winter meeting of the Board of Trustees.

· Reviews of tenured faculty dossiers are conducted in the winter and spring quarters with all recommendations being completed no later than two weeks prior to the Spring meeting of the Board of Trustees.

· The Vice-President for Academic Administration, acting as an ex officio member, records specific observations of the committee as each person is reviewed. These observations are retained by the vice-president and shared with the committee as requested by the chair and/or committee members.

· All actions, as recorded in the minutes, and observations, as noted by the Vice-President for Academic Administration, are reviewed by the committee, preferably just prior to the forwarding of all recommendations to administration.

· The chair for the following school year is elected in February. If a new chair is chosen, the present and new chairs consult with each other and the committee concerning decisions which affect the next year.

· Committee materials, including notification letters, forms and checklists, dossier guidelines, and HANDBOOK copy are reviewed and revised annually in February. The program for student evaluation of faculty is also reviewed annually by this committee.

· The chair and chair-elect, in consultation with the Academic Administration office, develop a list of faculty members eligible to apply for advancement in rank or required to provide materials for tenure review. Persons on the list must be notified by the end of winter quarter. A copy of this list is placed in each committee member's notebook.

· Newly elected members of the committee begin serving at the beginning of the academic year. Rank and tenure decisions during the summer are made by the previous year's committee, chaired by either the chair or chair-elect.

· Walla Walla University confers honorary degrees to recognize persons who have exemplified, in an outstanding way, the mission for which this school is recognized and to which it is dedicated. Honorary degrees are not given routinely. This honor reflects upon the university. A candidate may be suggested by a faculty, administrator, or a member of the WWU Board. When a nomination is made, the Rank and Tenure Committee names an ad-hoc committee consisting of the President and four faculty members. The ad-hoc committee presents a recommendation to the Rank and Tenure Committee with supporting documentation. The Rank and Tenure Committee reviews and recommends the nomination to Faculty-in-Session. All nominations for honorary degrees must be reviewed and recommended by Faculty-in-Session before final approval by the WWU Board.

2. Communication
   a. The secretary, in consultation with the chair, prepares and submits the minutes to the office of Academic Administration. There they are typed, placed in committee members' notebooks, coded by year and sequence, and, as the year ends, cross-referenced by name for easy access.
   b. Other communication procedures:
      · The chair reviews for accuracy all summary letters of conferences between the Vice-President for Academic Administration and faculty members. After verification, the chair returns them to the vice-president.

3. Documentation
   a. Decisions and recommendations of the committee must be in writing and must include rationale.
   b. Original copies of the minutes are retained in the Academic Administration office for ten years and then placed in the Central File.
   c. Other documentation procedures:
      · Copies of the minutes of all committee actions are retained in committee members’ notebooks during the year.
      · The original copies of the faculty members’ complete dossiers are placed in their permanent files, along with summary letters of related conferences and any responses. Peer evaluation forms which have been given in confidence with the consent of the faculty members must be placed in an envelope marked "Confidential" and removed if the faculty members request to see their files. These materials can be used in subsequent reviews, at the discretion of the Vice-President for Academic Administration and/or the Rank and Tenure committee.
· A working handbook is maintained by the committee chair. It provides a specific calendar of deadlines for the year, each committee member’s position and term of service, present HANDBOOK copy on Rank and Tenure bylaws and procedures, summaries of precedents and variances from normal policy and procedure, samples of all Rank and Tenure materials, and copies of all materials and guidelines presently used in the student evaluation of teaching program.

3.2.15.7 SECONDARY EDUCATION ADVISORY

(Bylaws)

1. The Secondary Education Advisory is responsible to the Faculty Senate.

2. The Secondary Education Advisory consists of all instructors of departmental courses in secondary method (i.e., 395’s); all chairs of departments offering secondary certification options; the secondary certification adviser, student teaching placement coordinator, and chair of the School of Education & Psychology; and the Vice-President for Academic Administration. Meetings are open to other interested faculty who have special interest in the secondary certification program.

The advisory is co-chaired by a secondary methods teacher elected by the council and the secondary certification adviser from the School of Education & Psychology. The education school dean shall serve as executive secretary of the advisory, and a recording secretary shall be elected by the council.

3. The term of membership is by virtue of involvement in the secondary certification program, as delineated above in section 2, paragraph 1.

4. The Secondary Education Advisory is designed to facilitate communication between the School of Education & Psychology and other departments preparing secondary teachers in the content areas. In particular, the advisory
   a. Keeps departments informed of developments in professional standards and practice.
   b. Reviews, in a timely manner, proposals and mandates from the state legislature, Office of the Superintendent of Public Instruction, and State Board of Education, offering suggestions for institutional and school response.
   c. Makes and/or reviews proposed curriculum changes designed to strengthen secondary certification programs and maintains communication with the Professional Education Advisory board regarding such matters.
   d. Seeks to enhance communication between instructors in secondary methods courses, both school and general, and better articulate curricula and instructional endeavors.
   e. Considers advisement issues/processes and proposes effective remedies where needed.

5. The Secondary Education Advisory meets at least twice during the academic year, with additional sessions called as requested or needed in the judgment of the co-chairs. Agendas and supporting materials are determined by the co-chairs and executive secretary in response to requests from members and national, state, or institutional developments related to secondary teacher training and certification. Agendas are typically distributed one week prior to a scheduled meeting.

(Procedures)

1. Protocol
   a. Agendas are developed by the co-chairs and executive secretary.
   b. Actions are taken by the Secondary Education Advisory in session.

2. Communication
   a. Minutes are produced by a recording secretary elected by the committee.
   b. Minutes are sent to all members of the committee.
   c. Supplementary materials are distributed to all members as recommended by the committee and/or co-chairs.

3. Documentation
   a. Recommendations from the committee are recorded in the minutes. The co-chairs and/or executive secretary report(s) to the committee the disposition of all recommendations.
   b. Original copies of the minutes and committee correspondence are retained in the School of Education & Psychology Office for five years.
   c. Recommendations from the committee are communicated to the School of Education & Psychology faculty, Professional Education Advisory Board, and/or other appropriate entities as required.

3.2.15.8 GENERAL STUDIES

(Bylaws)

1. The committee is responsible to the Faculty Senate.

2. The committee consists of five faculty members elected by faculty, and the Vice-President or Associate Vice-President for Academic Administration. Faculty members should be selected to favor broad academic representation and involvement in general studies courses. The chair of the General Studies Committee is selected by its members.
3. The term of membership is five years. The term of membership should overlap to provide continuity. The term of the chair is two years.

4. The work of the committee is to
   a. Conduct periodic reviews of the overall effectiveness of the General Studies Program as revealed by surveys, test data, course justifications, and course syllabi and their relationship to program objectives. See Procedures below for details.
   c. Develop recommendations and submit proposals for changes in general studies objectives and courses. Develop proposals for new courses to better provide a quality General Studies Program.
      1. Act on all proposals for adding or deleting courses in the General Studies Program.
      2. Maintain communication with the Curriculum Committee.

5. The committee meetings are called by the chairperson.

(Procedures)

1. Protocol
   a. The agendas are developed by the committee chairperson
   b. Actions are taken by committee consensus or majority vote.
   c. Review procedures
      The work of the committee will proceed in a five-year cycle. All courses in the general studies program will be assessed during the first four years to determine how well they support the objectives of the general studies program. Courses added to the General Studies Program will have their first assessment two years after their introduction to the program.
      1. Program objectives will be reviewed during the fifth year to see how well they support the mission of the university.
      1. The overall general studies program will be reviewed during each five-year cycle.
   d. Other protocol procedures
   e. Compilation of materials and information
      During the fifth year of the five-year review cycle, the committee will summarize course and objective reviews in a written report that can be used to justify recommended changes in the program.

2. Communication
   a. Minutes are recorded by a designated committee member.
   b. Copies of minutes are sent to Curriculum Committee chair and Central File.
   c. Other communication procedures.
      A copy of the summary report is sent to the Curriculum Committee chair.
      Copies of all recommendations relating to curriculum matters are sent to the Curriculum Committee.

3. Documentation
   a. Rationale for actions are recorded in the committee minutes.
   b. Chair documents filed by:
   c. Other documentation procedures:

3.3 PROGRAMS

3.3.1 NEW ACADEMIC PROGRAMS

(Charter)

New majors, minors, degrees, and departments or schools, hereafter referred to as academic programs, may be initiated by the recommendation of existing departments or schools or by the recommendation of the Vice President for Academic Administration.

New academic programs will be reviewed by the following governance bodies in this order prior to implementation:

1. University Master Planning Committee (UMPC) - Review the proposal considering the:
   - University mission
   - Academic strategic plan,
   - Data showing market trends,
   - Institutional research data relevant to the program,
3. University resources (both physical and budgetary),

· Overall demands of the program as compared to its contribution.

2. Curriculum Committee - Review the proposed curriculum, comparing with similar programs in higher education, and working within parameters, if any, set by the UMPC.

3. Faculty Senate - Review and approve the proposal, understand and approve the curriculum, and comment on the program as appropriate.

4. Faculty-in-Session - Review the proposal, ask questions and provide feedback, recommend or not recommend to the Board.

5. WWU Board of Trustees - Review the proposal in broad terms, understand its relationship to the mission of the institution, and ratify the program.

Data gathered, including evaluative methods, documents and recommendations of each committee shall be provided to subsequent committees in the process. Changes, other than editorial changes, during the approval process are to be reported by the committee chair to the chair(s) of the previous committee(s) who may call for reconsideration of the new program.

3.3.2 TERMINATION OF ACADEMIC PROGRAMS
(Chart)
Recommendations to terminate an academic program (major, minor, degree, department, or school) may be initiated by the host department for the program or by the Vice President for Academic Administration.

The termination of academic programs will be approved by the following governance bodies in this order prior to implementation:

1. Vice-President for Academic Administration, chair or dean, and affected faculty - Consultation relating to the termination of an academic program. Meetings will be documented with official minutes given to the affected department/school.

2. University Master Planning Committee (UMPC) - Review the proposal considering the:
   · University mission
   · Academic strategic plan,
   · University resources (both physical and budgetary),
   · Overall demands of the program as compared to its contribution.

3. Curriculum Committee - Review the impact of the program termination on curriculum, including other departments, and comparing with similar programs in higher education, and working within parameters, if any, set by the UMPC.

4. Faculty Senate - Review and approve as appropriate.

5. Faculty-in-Session - Review the proposal, ask questions and provide feedback, recommend or not recommend to the Board.

6. WWU Board of Trustees - Review the proposal in broad terms, understand its relationship to the mission of the institution, and ratify the termination of the program.

Data gathered, including evaluative methods, documents and recommendations of each committee shall be provided to subsequent committees in the process.

Recommendations to terminate academic programs that involve the termination of tenured and tenure-track faculty members are subject to established policies and processes (See 3.1.14.10.1 Reasons for Termination p. 39).
4 STAFF

4.1 PERSONNEL

4.1.1 DIRECTORS

(Charter)
Directors are delegated responsibility for the functioning of administrative support offices. Directors report to one of the chief officers of the University.

4.1.1.1 PRESIDENT

No directors.

4.1.1.2 VICE PRESIDENT FOR ACADEMIC ADMINISTRATION

4.1.1.2.1 Summer Session

(Bylaws)
1. The Summer Session Director is responsible to the Vice-President for Academic Administration.
2. The director organizes and coordinates the summer school program and chairs the Summer Session Committee.

(Procedures)
1. Prepares the summer session including special programs, summer bulletin, and the summer recreation program.
2. Manages the summer salary teaching budget and assists the Vice-President for Academic Administration in managing the salary pool.
3. Reviews and prepares reports of the summer session.

4.1.1.2.2 Registrar

(Bylaws)
1. The Registrar is responsible to the Vice-President for Academic Administration.
2. The Registrar is responsible for
   a. Administering the Records Office
   b. Managing all student academic records
   c. Maintaining campus policy relating to the privacy of student academic records [Appendix P.1 p. 139] and, in consultation with the Vice-President for Academic Administration, revising policies in accordance with state and federal law
   d. Serving on the Faculty Senate, Graduate Council, Financial Aid and Scholarship, and Curriculum committees.
3. The Registrar supervises the Associate Registrar
   a. The Associate Registrar is responsible to the Registrar.
   b. The Associate Registrar assists the Registrar by overseeing transfer, graduate, and international degree programs and serves as liaison with the Portland campus and the following committees: Academic Standards, Graduate Council, Admissions, and Financial Aid and Scholarship.
4. The Registrar supervises the Assistant Registrar
   a. The Assistant Registrar is responsible to the Registrar.
   b. The Assistant Registrar assists the Registrar in advising students and maintains and manages student records.

(Procedures)
1. Sets policies and procedures related to the following:
   Registration, add/drop, withdrawal
   Grade Reporting
   Preparation and distribution of student academic records
   Preparation of academic records information management system (RIM)
   Storage and security for academic records
2. Compiles and distributes enrollment statistics to the administration.
3. Produces and distributes class and grade rosters to the faculty.
4. Receives, processes, and reports grades for student academic records.
5. Processes tuition and fee charges for student accounts.
6. Administers on-going development of a computerized records management system.
7. Handles appeals related to tuition and fee charges on student accounts.
8. Processes academic data for determining probation and honor students.
9. Advises the Vice-President for Academic Administration on all matters relating to the Records Office.
10. Supervises the Associate Registrar.
11. The Associate Registrar
   a. Evaluates transfer transcripts.
   b. Carries out degree audits for graduate students and approves all graduate programs.
   c. Serves as international and veteran students’ adviser.
   d. Coordinates ACA extension programs as follows:
      - Reviews applications and admission to programs
      - Transfers credit
      - Audits degrees
   e. Interprets and clarifies academic policies and procedures for
   f. Certifies student enrollment.
   g. Serves as Portland campus liaison.
   h. Maintains liaison with the following committees:
      - Academic Standards
      - Curriculum
      - Graduate Council
      - Admissions
      - Financial Aid and Scholarship
   i. Supervises the Assistant Registrar.
12. The Assistant Registrar
   a. Advises students as follows:
      - Re-evaluates degree changes
      - Approves senior applications for degrees
   b. Makes check sheets as follows:
      - Keeps them updated
      - Fills check sheet requests
      - Implements curriculum changes into students’ academic programs
   c. Helps maintain students’ permanent records as follows:
      - Records degrees
      - Handles transfer credits
   d. Determines class standing.
   e. Issues and mails diplomas.
   f. Checks transcripts and records information on the appropriate record.
   g. Provides answers and makes decisions regarding academic situations.
   h. Figures grade-point averages as needed.
   i. Supplies and records information on academic progress on student financial aid forms.

4.1.1.2A ASSOCIATE VICE PRESIDENT FOR ACADEMIC ADMINISTRATION

4.1.1.2a.1 Academic Advisement

(Bylaws)
1. The Director of Academic Advisement is responsible to the Assoc. Vice-President for Academic Administration.
2. The director organizes and coordinates the advisement program and services for students and faculty advisers, coordinates new student orientation, and serves on the Admissions Committee.

(Procedures)
1. Encourages a strong advisement program that effectively assists students in meeting their career and educational goals.
2. Provides advisement materials to the advisers.
3. Monitors the academic progress of the students and provides assistance to those who experience academic difficulty.
4. Arranges for changes in adviser or advisee assignments.
5. Coordinates new student orientation with assistance from the Admissions Office, Student Life, and interested faculty members.

4.1.1.2a.2 Teaching Learning Center

(Bylaws)
1. The Director of the Teaching Learning Center is responsible to the Assoc. Vice-President for Academic Administration.
2. The director administers the Teaching Learning Center.

(Procedures)
1. Organizes the center's program, hiring adult staff and student tutors, providing liaison to academic departments, planning weekly staff meetings and quarterly tutor training sessions, and assisting students with special academic needs to reach their full academic potential.

4.1.1.2a.3 Career Center

(Bylaws)
1. The Director of Career Center is responsible to the Assoc. Vice-President for Academic Administration.
2. The director coordinates and supervises the Career Center program.

(Procedures)
1. Works with faculty, students, employers, and alumni.
2. Does career counseling, giving mock interviews and teaching job search strategies.
3. Instructs a career orientation class each quarter.

4.1.1.2a.4 Technical Support Services

(Bylaws)
1. The Director of Technical Support Services is responsible to the Assoc. Vice-President for Academic Administration.
2. The director manages and operates Technical Support Services in consultation with academic departments and serves on the Technical Support Services Committee.

(Procedures)
1. Provides a high quality and high level of technical support to academic departments through servicing, design, construction, repairs, and calibration of laboratory equipment and instrumentation.
2. Provides technical consultation, evaluation, and recommendations for the enhancement of academic programs involved with technical instrumentation and applications of scientific principles.
3. Prepares and implements the annual operating and capital budget.
4. Manages, supervises, and trains student and non-student employees within the department.
5. Sets work priorities in such a way as to maximize student learning in the laboratory.
6. Works closely with the instructors to ensure cost-effectiveness in meeting technical needs of the academic programs.

4.1.1.3 VICE PRESIDENT FOR FINANCIAL ADMINISTRATION

4.1.1.3.1 Controller
See Vice President for Financial Administration  p. 16 (6) (d)

4.1.1.3.2 Human Resources

(Bylaws)
1. The Director of Human Resources is responsible to the Vice-President for Financial Administration.
2. The director monitors personnel functions and administers employee benefits, wages, and salaries in accordance with state and federal regulations and university policies.
3. The director maintains the university's Discrimination and Harassment Policy and Procedure and the Drug-Free Campus and Workplace Policy [Appendix H, p. 104 Appendix I p. 110] and in consultation with the President and the Vice-President for Student Life and Mission, revises policies in accordance with state and federal laws.

(Procedures)
1. Maintains job descriptions for non-teaching support staff.
2. Monitors yearly rate changes and advancement of teaching staff and exempt and non-exempt employees.
3. Supervises payroll functions.
4. Monitors university compliance with state and federal employment laws.
5. Develops, maintains, and communicates employee benefits that are fair and equitable.
6. Counsels with supervisors and employees regarding personnel and other issues.
7. Assists with hiring of new employees as well as terminating of current ones.
8. Maintains awareness of retirement policy, counsels with retirees, and processes required application forms and papers.
9. Continues to develop other necessary personnel functions as time allows.

4.1.1.3.3 Information Services
(Bylaws)
1. The Director of Information Services is responsible to the Vice-President for Financial Administration.
2. The director administers Information Services and serves on the Computer Users' Committee.

(Procedures)
1. Manages department personnel.
2. Administers the department's budget.
3. Oversees strategic planning for the department.
4. Approves new development projects.
5. Provides technical engineering support.

4.1.1.3.4 Student Financial Services
(Bylaws)
1. The Director of Student Financial Services is responsible to the Vice-President for Financial Administration.
2. The director supervises the office of Student Financial Services and serves as chair of the Student Financial Aid Committee, chair of the Financial Aid and Scholarship Committee, and a member of the Admissions Committee.

(Procedures)
1. Develops and implements policy and long-range student financial planning.
2. Approves and establishes boundaries of policy deviation and approves deviation from established policies.
3. Administers three operating budgets.
4. Provides financial counseling.

4.1.1.3.5 Plant Operations
(Bylaws)
1. The Director of Plant Operations is responsible to the Vice-President for Financial Administration.
2. The director oversees and directs departments responsible for campus upkeep.
3. Serves on the following committees: University Master Planning, Risk & Safety Management.
4. Supervises the Director of the Copy/Postal Center.

(Procedures)
1. Prepares Plant Services budgets.
2. Oversees and directs eleven department heads and one full-time secretary.
3. Coordinates contractors regarding building projects.
4. Discusses campus physical needs with all departments.

4.1.1.3.6 Risk and Safety Management
(Bylaws)
1. The Director of Risk & Safety Management is responsible to the Vice-President of Financial Administration.
2. The director acts as a resource to university departments in safeguarding the university’s ability to perform its mission of protecting its people, property, and financial assets, and to enhance continued growth, good health and social responsibility to the community at large.

(Procedures)
1. Identify risks and analyze loss exposures that are a threat to the well-being of the University, its students, employees and others.
2. Assess the probability of risk, and prioritize with advisement from Risk & Safety Management Committee and Administration.

3. Where loss exposures exist, advise of risk management techniques and procedures such as:
   a. Decisions regarding acceptance, avoidance, mitigation, or loss transfer
   b. Training and education
   c. Implementation and development of policies and procedures to limit potential exposure.


5. Report to and advise the Risk & Safety Management Committee.

4.1.1.4. VICE PRESIDENT FOR STUDENT LIFE AND MISSION

4.1.1.4.1 Dean of Men (changes proposed)
(Bylaws)
1. The Dean of Men is responsible to the Vice-President for Student Life.
2. The dean assesses and provides for dormitory men's needs, whether spiritual, moral, social, or academic, and serves on the following committees: Financial Aid and Scholarship, Campus Life, Resident Life Council, and Spiritual Life.

(Procedures)
1. Supervises a meaningful worship program and an active OPS program.
2. Sets and maintains a budget for the dorm.
3. Schedules and works with other deans and the housekeeper.
4. Hires students for and develops a strong Resident Assistant program.
5. Provides discipline.
6. Works with parents.
7. Provides care for the physical plant and oversees dorm improvements.

4.1.1.4.2 Dean of Women (changes proposed)
(Bylaws)
1. The Dean of Women is responsible to the Vice-President for Student Life.
2. The dean assesses and provides for dormitory women's needs, whether spiritual, moral, social, or academic, and serves on the following committees: Financial Aid and Scholarship, Campus Life, Resident Life Council, and Spiritual Life.

(Procedures)
1. Supervises a meaningful worship program, an active AGA program, and the Fitness Center.
2. Creates and supplies educational and informative programs.
3. Sets and maintains a budget for the dorm.
4. Schedules and works with other deans and the housekeeper.
5. Hires students for and develops a strong Resident Assistant program.
6. Provides discipline.
7. Works with parents.
8. Oversees dorm publications.
9. Provides care for the physical plant and oversees dorm improvements.

4.1.1.4.3 Counseling and Testing Center (changes proposed)
(Bylaws)
1. The Director of the Counseling and Testing Center is responsible to the Vice-President for Student Life.
2. The director assesses and provides for the counseling needs of students.

(Procedures)
1. Establishes, with the Vice-President for Student Life, the priorities and direction of the Counseling Center.
2. Oversees and maintains the functioning of the Counseling Center.
3. Administers the Counseling Center budget.
4. Supervises staff.
5. Provides individual counseling and therapy to WWU students.
6. Develops and conducts group therapy for WWU students.
7. Administers and interprets psychological tests when appropriate.
8. Develops and teaches appropriate counseling workshops.
10. Attends and participates in administrative and committee meetings.
11. Develops appropriate client record forms.
12. Updates client records daily.
13. Conducts weekly staff meetings.
14. Participates in at least one professional organization.
15. Supports community activities related to the profession.
16. Provides consultation to faculty, staff, and residence hall workers on request.
17. Provides in-service training on request.
18. Provides class lectures on request.
19. Plans for and implements university entrance and pre-professional exams, including GRE, GMAT, LSAT, MCAT.

### 4.1.1.4.4 Campus Health & Wellness (changes proposed)

**Bylaws**

1. The Director of Campus Health & Wellness is responsible to the Vice-President for Student Life.
2. The director supervises provision of basic health care for students and employees and also serves on the Risk and Safety Management Committee.

**Procedures**

1. Supervises staff nurse practitioners, registered nurses, the secretary/receptionist, and student labor.
2. Maintains contact with contract physicians.
3. Oversees submission of the department budget, procurement of supplies, and department policy formation/revision.
4. Delivers primary health care, i.e. health maintenance and diagnosis/treatment of ambulatory care injuries/illnesses.
5. Serves as the medical resource for the University Day Care Center staff and assigns a Campus Health & Wellness staff member to make monthly site visits to verify compliance with Washington State laws.
6. Provides budget appropriations and recommendations for the annual University Health Fair.
7. Serves on any committee dealing with health care at the discretion of the Vice-President for Student Life.

### 4.1.1.4.5 Office of Diversity Services (new proposed)

### 4.1.1.4.6 University Village Life & Apartment Housing (new proposed)

See Rental Properties p. 77.

### 4.1.1.4.7 Chaplain

**Bylaws**

1. The Chaplain is responsible to the Vice President for Student Life and Mission
2. The chaplain assists in providing a spiritual atmosphere and maintaining the spiritual vision of the campus and serves in pastoral role for the students, faculty, and staff of the university.

**Procedure**

1. Serves as a pastoral leader for the University and assists in campus spiritual life and programming.
2. Fosters faith and character development on the part of the members of the campus community through campus-wide programs and activities and small-group and personal interaction.
3. Builds and maintains a student spiritual leadership team.
4. Assists in communication concerning spiritual life on campus and with the constituency.
5. Serves and advises committees related to campus spiritual life, such as Spiritual Life Executive, Spiritual Life, Chapel, and University Church Staff Committees.
6. Advises and oversees ASWWU Spiritual Vice-President(s), Campus Ministries, CABL, and Student Chaplains as well as student-directed activities such as Vision Drama.
7. Prepares and presents to the faculty and administration plans and proposals for furthering the spiritual mission of the University.

4.1.1.4.8 Student Missions

(Bylaws)
1. The Director of Student missions is responsible to the Vice President for Student Life and Mission.
2. The director organizes and supports student missionaries in North America and overseas.

(Procedures)
1. Nurtures and mentors and maintains communication with prospective, active, and returned student missionaries.
2. Builds and maintains a student missions leadership team.
3. Plans and oversees programming and activities for student missions on campus.
4. Serves on and advises committees related to student mission, such as Spiritual Life Executive, Spiritual Life Committees and advises Servants of the Master and Student Missionary Committees.
5. Prepares and presents to the administration plans and proposals for the student missionary program including fundraising policies.

4.1.1.4.9 Spiritual Development

No bylaws or procedures available

4.1.1.5 VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT

4.1.1.5.1 Annual Giving

(Bylaws)
1. The Director of Annual Giving is responsible to the Vice-President for University Advancement.
2. The director manages regular yearly fund-raising activities for the University.

(Procedures)
1. Develops a plan for fund-raising activities which occur on a yearly cycle.
2. Identifies, cultivates, and solicits prospective annual donors.
3. Manages yearly fund-raising activities of the university, which include the Annual Fund, the Phone-a-thon, and direct-mail solicitation.

4.1.1.5.2 Capital Campaign

(Bylaws)
1. The Director of the Capital Campaign is responsible to the Vice-President for University Advancement.
2. The director manages fund-raising activities intended to develop the physical assets of the university such as buildings and major facilities.

(Procedures)
1. Develops a plan for fund-raising activities designed to develop the physical plan of the university, including new buildings and major renovations, and other major facilities.
2. Identifies, cultivates, and solicits prospective donors.
3. Manages these fund raising activities.

4.1.1.5.3 Planned Giving

(Bylaws)
1. The Director of Planned Giving is responsible to the Vice-President for University Advancement.
2. The director manages activities designed to encourage gifts of long-term assets from private donors.

(Procedures)
1. Develops a plan for generating gifts of wills, trusts, and other long-term assets and investments from private donors.
2. Identifies, cultivates, and solicits prospective donors of long-term assets.
3. Manages planned giving activities.

4.1.1.5.4 Alumni Relations

(Bylaws)
1. The Director of Alumni Relations is responsible to the Vice-President for University Advancement.
2. The director manages all alumni activities.
   (Procedures)
   1. Develops a plan for maintaining liaison between the university and its alumni.
   2. Manages alumni association through accepted policies and procedures.
   3. Oversees all alumni activities, including annual homecoming and alumni chapter events.

4.1.1.5.5 University Relations
   (Bylaws)
   1. The Director of University Relations is responsible to the Vice-President for University Advancement
   2. The director functions as the public relations representative and communications editor for the university.
   (Procedures)
   1. Develops a plan for the Office of University Relations
   2. Edits and oversees the publication of Westwind magazine.
   3. Supervises the editing and publication of other official university publications, including all public official announcements and press releases.
   4. Manages the Office of University Relations.

4.1.1.5.6 Special Events
   (Bylaws)
   1. The Director of Special Events is responsible to the Vice-President for University Advancement.
   2. The director organizes and manages special events sponsored by the university, both on and off campus.
   (Procedures)
   1. Develops plans for special events hosted by the university, including graduation ceremonies, commemorations, and benefit events.
   2. Oversees the organization and implementation of all such events.
   3. Manages special events, both on and off campus.

4.1.1.6 VICE PRESIDENT FOR MARKETING AND ENROLLMENT SERVICES

4.1.1.6.1 Admissions
   No Bylaws or Procedures Available

4.1.1.6.2 Recruiting
   No Bylaws or Procedures Available

4.1.1.6.3 Marketing
   No Bylaws or Procedures Available

4.1.2 MANAGERS
   (Charter)
   Managers are delegated responsibility for the functioning of administrative support offices. Managers report to one of the chief officers of the University.

4.1.2.1 PRESIDENT
   No managers.

4.1.2.2A ASSOCIATE VICE PRESIDENT FOR ACADEMIC ADMINISTRATION

4.1.2.2a.1 KGTS
   (Bylaws)
   1. The KGTS Station Manager is responsible to the Assoc. Vice-President for Academic Administration and reports to the KGTS Advisory Board and Executive Committee.
   2. The manager oversees all aspects of budgeting, programming, fund-raising, and student employment; attends Communications Department meetings; and serves on the KGTS Advisory Board and the KGTS Executive Committee.
4.1.2.3 VICE PRESIDENT FOR FINANCIAL ADMINISTRATION

4.1.2.3.1 University Shop
(Bylaws)
1. The Manager of the University Shop is responsible to the Vice-President for Financial Administration.
2. The manager manages the University Shop.
(Procedures)
1. Hires and supervises all full- and part-time non-student employees.
2. Hires and orients all student employees.
3. Conducts weekly staff meetings.
4. Checks and signs all invoices and credit memos.
5. Maintains a sound financial base for the store.
6. Deals with customer complaints as needed.
7. Meets with sales representatives.
8. Develops and implements store policy.
9. Plans, develops, and implements advertising for the store as a whole.
10. Plans and implements special sales and promotions.

4.1.2.3.2 Rental Properties
(Bylaws)
1. The Manager of Rental Properties is responsible to the Associate Vice-President for Financial Administration.
2. The manager oversees and maintains the rental units owned by the University.
(Procedures)
1. Manages the rental units of the University.
2. Hires and supervises workers.
4. Does or provides for repair/maintenance service.
See University Village Life & Apartment Housing p. 74.

4.1.2.3.3 The Express
(Bylaws)
1. The manager of the Express is responsible to the Associate Vice-President for Financial Administration.
2. The manager oversees all aspects of the operation of the Express, a convenience store owned by the University.
(Procedures)
1. Manages the convenience store
2. Hires and supervises workers
3. Purchases goods and products for resale.

4.1.3 SALARIED PERSONNEL
(Charter)
Salaried personnel are those employees whose responsibilities consist mainly of administrative activities in the non-teaching areas and who are classified as exempt from overtime under the guidelines of the Fair Labor Standards Act. There is a separate employment handbook for them.
(Bylaws)
1. Salaried University Personnel are responsible through supervisors, managers, or directors to the vice-president who administers the area of campus employment in which these personnel work.
2. The duties of Salaried University Personnel are outlined in their employment handbook, which is a separate document.
No procedures available
4.1.4 HOURLY PERSONNEL

(Charter)
Hourly employees are those who are classified as non-exempt from overtime under the guidelines of the Fair Labor Standards Act. They are a part of All-University Personnel and their employment handbook is a separate document.
No Bylaws or Procedures available

4.2 COMMITTEES
## 5 APPENDIX

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APPENDIX: GLOSSARY OF HANDBOOK TERMS

The following definitions are intended to describe the actions taken by committees and campus groups operating within the authority of the Governance Handbook. The definitions are provided to add clarity and consistency to the terms that describe and define the governance process. For each term, a standard dictionary definition of the term is followed by the interpretation of the term as designated for use in the Governance Handbook.

1. NOTICE; NOTIFY; NOTIFICATION
   "a written or printed announcement." Merriam-Webster Dictionary
   **Handbook:** "Notice" for a governance committee meeting consists of a written announcement sent to all the members of the committee. Notice shall name the committee and shall specify the date and place of the meeting. Notice may be sent by letter to the last known address, by inter-campus mail to the department specified on the campus phone list, or electronically to the university e-mail account. Notice is considered "sent" at the time it is mailed or is uploaded to the campus e-mail server.

2. DISCUSS; DISCUSSION
   "to investigate by reasoning or argument" - Merriam-Webster Dictionary
   **Handbook:** "Discussion" refers to seeking input from a university group for the purpose of enhancing perspective. Discussion is documented in the minutes of the deliberating group, but no action is expected. No inference of endorsement by the deliberating group is presumed.

3. CONSULT; CONSULTATION
   "to ask the advice or opinion of" - Merriam Webster Dictionary
   **Handbook:** "Consultation" refers to seeking advice, usually the advice of an expert. Further policy deliberation may continue based on information provided by the consultant.

4. INFORM; INFORMATION
   "to communicate knowledge to" - Merriam Webster Dictionary
   **Handbook:** To "inform" refers to sharing policy discussions or actions with administrators or university groups. Information is provided in oral and/or written form. The presentation of such material will be noted in the minutes of the university group. The term should be used where documents are factual in nature or where the deliberative body is not formally authorized to vote on or modify the document—i.e. notification of federal statute; an action taken by a committee not responsible to the deliberative body. Discussion should be limited to clarifying questions and should not attempt further deliberation of an issue. No formal action is required of the deliberating group other than to record their receipt of the information, and no inference of endorsement is presumed.

5. REVIEW
   "to go over or examine critically or deliberately" - Merriam-Webster Dictionary
   **Handbook:** Review occurs at two levels within the governance process of the University. The first definition refers to the review of policy which occurs prior to approval; the second definition refers to review which occurs after approval.
   **Definition 1 - relating to consideration of policy prior to approval:** To "review" refers to the careful inspection of policy and a statement of response by a deliberative group. The result of a review at this level is an official action of the body acknowledging receipt of the document and registering with the originator questions or concerns raised during the review process. A review is understood to be:

   - Conducted by a deliberative body of the university duly authorized to review such documents per Governance Handbook policy
   - Non-binding on the processing of the document through the governance process.
   - Made with the expressed understanding that the deliberative body may, by consensus or by simple majority vote of the body, take any of several actions in response to the proposal, including to:
     - Review with support. The document moves forward with the expressed support of the deliberative body.
     - Review without comment. The document moves forward in the governance process without a determination of support of the deliberative body.
     - Review with comment. With the understanding that the originator will consider the comments of the deliberative body, the document moves forward in the governance process with the comments of the deliberative body attached.
     - Review with objection. The deliberative body recommends that the document not be moved forward in the governance process. If the document is taken forward in the governance process, it will proceed with the comments of the deliberative body attached and will carry a clearly identifiable notice of objection of the reviewing deliberative body.
Definition 2 - relating to consideration of policy after approval: To "review" refers to the actions taken by a deliberative body which has oversight authority over another deliberative body. For example, this term describes actions of the University Board and Faculty-in-Session in relation to decisions of Faculty Senate or of the University Board in relation to decisions of Faculty-in-Session.

The result of a review at this level is an official action of the body acknowledging receipt of the document in the minutes. No other action is required. A deliberative body reviewing a document after approval may take any action, including expressing support for, modifying, revoking, or returning the policy for further deliberation.

6. RECOMMEND
"to endorse as fit, worthy, or competent" - Merriam Webster Dictionary

Handbook: To "recommend" refers to the expressed support of a policy by an administrator, committee or deliberative group. Committees of the campus are generally authorized to "recommend" policy to an administrator or deliberative group rather than to "approve" policy. Deliberative groups, when authorized to "recommend" or to "review and recommend," will express their support or nonsupport of a proposed policy. Such action is authorized by a simple majority vote [except where specifically stated otherwise], and are considered non-binding. A recommending body may also take any of the following actions:

· Request a written response to specific questions posed to an appropriate administrator or head of an approving deliberative group.
· Request a discussion with an appropriate administrator or head of an approving deliberative group.
· Request discussion with affected parties or governance groups.
· File a formal statement with the University Board through the University President.

7. APPROVE
"to accept as satisfactory" - Merriam Webster Dictionary

Handbook: To "approve" refers to a vote of a deliberative group regarding a clearly defined and reviewed policy. A policy will be "approved" only once in the governance process. Actions considered for approval are brought:

· As recommendations from an administrative or governance committee, a sub-committee, or an ad hoc committee responsible to a larger deliberative group of the university
· To a deliberative group with the authority to approve the document
· With the understanding that the deliberative group may, by consensus or by simple majority vote of the body [except where specifically stated otherwise], take any of several actions in regard to the proposal, including:
  · Approval.
  · Approval with minor modification. The chair determines what constitutes minor modification. The document stands as modified.
  · Request to refer and reconsider. The document is sent back to the originator for further development with the understanding that the document will be returned to the deliberative body for approval.
  · Disapproval. The policy fails. Any revisions to the document will be taken through all applicable stages of the regular governance process.

8. RATIFY
"to approve and sanction formally" - Merriam-Webster Dictionary

Handbook: To "ratify" refers to the final consideration and sanctioning of policy by the University Board. The following action options are suggested:

· Vote to ratify.
· Vote not to ratify. The policy fails. Previous approval and/or endorsement decisions are overturned.
APPENDIX A CONSTITUENCY

CONSTITUENCY

Walla Walla University is owned and operated by the North Pacific Union Conference of Seventh-day Adventists, comprising Alaska, Idaho, Oregon, Montana, and Washington. In accordance with the by-laws of that union conference, the delegates from the constituency meet in business session, at which time they elect the Board of Trustees of Walla Walla University.

1. Constituent Membership:
   The University shall have a Constituent Membership as provided in section 3, Designation of Constituent Membership.

2. Functions of the Constituent Membership:
   It shall be the function of the Constituent Members to attend the official Constituent Membership meetings of the University, to inform themselves on the business of the University to be transacted, to elect the members of the Board of Trustees, to receive the report of the Auditor for the previous period, and to transact such other business as may properly come before the Constituent Membership.

3. Designation of Constituent Membership:
   The Constituent Members of the University shall be members of the Seventh-day Adventist Church in good and regular standing and shall consist of the following:
   a. The members of the Executive Committee of the North Pacific Union Conference of Seventh-day Adventists.
   b. The members of the Executive Committee of the General Conference of Seventh-day Adventists in attendance at the Constituent Membership meeting.
   c. The Board of Trustees of the University.
   d. The delegates duly and regularly elected, appointed, or selected to any regularly called session of the North Pacific Union Conference of Seventh-day Adventists, according to the adopted and established rules and regulations thereof. For purposes of this subsection, delegates chosen for any regular session shall continue as Constituent Members of the University until new delegates are qualified for the next succeeding regular session thereof; so long as the delegate continues to be a member in good and regular standing of the Seventh-day Adventist Church and resides within the territory of the North Pacific Union Conference of Seventh-day Adventists.

4. Constituent Membership Meetings and Notice:
   Constituent Membership meetings shall be held in conjunction with the regularly scheduled constituency session of the North Pacific Union Conference of Seventh-day Adventists at the time and place established for such session, unless otherwise provided for as to time and place by the Board of Trustees. Written notice of Constituent Membership meetings shall be given to the Members in person or by mail not less than ten (10) nor more than fifty (50) days before the date of the meeting and shall be effective when mailed to the last known address of the member. The notice shall specify the time and place of the meeting.

5. Officers of the Constituent Members:
   The Constituent Membership in session shall be chaired by the President of the North Pacific Union Conference of Seventh-day Adventists. The President of the University shall serve as Secretary of the constituent meetings. It shall be the function of the Secretary of the constituent meetings to keep a full and complete record of the proceedings of the meetings of the Constituent Members of the University pursuant to Article Nine, Section 9.1, and to provide such records to the Secretary of the University for safekeeping as provided in Article Seven, Section 7.4.

6. Nominating Committee:
   The Executive Committee of the Board of Trustees shall serve as the Nominating Committee at the Constituent Membership meeting. The Nominating Committee shall recommend to the Constituent Members of the University the names of twenty-nine (29) individuals to be considered for positions on the Board of Trustees.

7. Special Meetings and Notice:
   Special Constituent Membership meetings may be called by the Board of Trustees or by written request of not less than thirty percent (30%) of the Constituent Members delivered to the Chair, Vice Chair or Secretary of the Board of Trustees. Written notice of the special meeting shall be given to the Constituent Members in person or by mail not less than ten (10) nor more than fifty (50) days before the date of the meeting and shall be effective when mailed to the last known address of the member. The notice shall specify the time and place of the meeting. Only items of business specifically set forth in the written notice shall be considered at a special meeting.

8. Quorum:
A majority of the Constituent Members shall constitute a quorum for the transaction of business, and once a quorum has been established and the meeting declared in session, those members present shall transact such business as may properly come before them regardless of the fact that a lesser number than a quorum shall at any time thereafter be present during the meeting.

9. Voting:
   a. Voting shall be by voice, roll call, or hand at the discretion of the Chair of the constituent meeting, unless a secret ballot is requested by at least twenty percent (20%) of the Constituent Members, in which case ballots shall be counted by a committee of three (3) individuals appointed by the Chair of the Constituent Membership meetings.
   b. Each Constituent Member shall have one vote, and only one, on any question. No Constituent Member may vote by proxy; provided, however, the Board of Trustees may, by a two-thirds (2/3) vote, authorize a vote by proxy at special meetings.

10. Rules of Order and Parliamentarian:

    Constituent Membership meetings shall be conducted according to Roberts' Rules of Order, latest edition. The Chair of the Constituent Membership meetings shall appoint a parliamentarian to assist in conducting the business such meetings.
APPENDIX B  CHARTER OF THE BOARD OF TRUSTEES

CHARTER OF THE BOARD OF TRUSTEES

In matters pertaining to Walla Walla University, the Board of Trustees is the legal representative of the Seventh-day Adventists of the North Pacific Union Conference. The board makes provision for financial support, elects officers and teachers, and formulates policies for the proper functioning of the University as an educational institution.

1. Membership

The membership of the Board of Trustees shall be twenty-nine (29) persons who shall be members in good and regular standing of the Seventh-day Adventist Church. The following persons shall be trustees:

a. The President, Secretary, Treasurer, and Director of Education of the North Pacific Union Conference of Seventh-day Adventists.

b. The President of the University, the President of each local conference within the North Pacific Union Conference of Seventh-day Adventists, a pastor and K-12 educator serving within the North Pacific Union Conference territory, and a representative from Adventist Health Systems.

c. Fifteen (15) individuals elected by the Constituent Membership who shall not be employees of any entity of the Seventh-day Adventist Church other than the Adventist Health System. At least two (2) individuals shall be minority representatives. To the extent possible, at least four (4) of these individuals shall be persons reelected for a second term; provided, however, no elected person shall serve more than two (2) consecutive terms. A partial term of two (2) years or less shall not be considered a "term".

d. Trustees' regular terms of office shall be until the next regular Constituent Membership meeting or a special Constituent Membership meeting held for that purpose.

e. The Board of Trustees may fill any vacancy except ex-officio vacancies occurring in its membership for the unexpired term of the trustee.

2. Non-Voting Attendees:

All Vice Presidents of the University, the North Pacific Union Conference of Seventh-day Adventist Youth Director, and one (1) secondary principal serving within the North Pacific Union Conference territory shall be regular attendees who shall have voice on the Board, but shall not be entitled to vote. The Chair of the Board of Trustees or the Board of Trustees may invite other non-voting attendees and determine the degree of their participation. When the Chair calls the Board of Trustees into executive session, some or all of the non-voting attendees may be excused.

3. Chair of the Board of Trustees:

The President of the North Pacific Union Conference of Seventh-day Adventists shall serve as Chair of the Board of Trustees. It shall be the function of the Chair of the Board of Trustees:

a. To preside at meetings of the Board of Trustees.

b. To ensure that all actions of the Constituent Membership and all actions of the Board of Trustees are carried into effect through the University President or other persons as designated by the Board of Trustees.

c. To invite additional persons as counselors to attend meetings of the Board of Trustees and its committees.

d. To inform himself of the work of the various committees, facilities, and on activities of the University.

e. To perform such other duties as the Board of Trustees may delegate.

4. Vice-Chair of the Board of Trustees:

The Board of Trustees shall elect as Vice Chair a member of the Board who is not employed by any entity of the Seventh-day Adventist Church other than the Adventist Health System. It shall be the function of a Vice Chair of the Board of Trustees in the absence of the Chair of the Board of Trustees or in the case of such Chair's inability to act, to exercise all functions of the Chair of the Board of Trustees.

5. Secretary of the Board of Trustees:

The President of the University shall serve as Secretary of the Board of Trustees. It shall be the function of the Secretary of the Board of Trustees to keep a full and complete record of the proceedings of the meetings of the Constituent Members of the University and the proceedings of the meetings of the Board of Trustees pursuant to Article Nine, Section 9.2, and to provide such records to the Secretary of the University for safekeeping as provided in Article Seven, Section 7.4.

6. Assistant Secretary of the Board of Trustees:

It shall be the function of the Assistant Secretary of the Board of Trustees to perform the duties and exercise the powers of the Secretary of the Board of Trustees in case of such Secretary's absence or inability to act and to perform other duties as may be delegated by the Secretary of the Board of Trustees or authorized by the Board of Trustees.

7. Recording Secretary of the Board of Trustees:
It shall be the function of the Recording Secretary of the Board of Trustees, if one is appointed, to perform such duties as may be designated by the Secretary or Assistant Secretary of the Board of Trustees, or authorized by the Board of Trustees.

8. Trustee Duties and Authority:

The primary role of the Board of Trustees is that of developer of institutional policy. In this primary role, the Board must continually evaluate the needs of the Seventh-day Adventist Church and of its young people, educationally, occupationally, morally, spiritually, and socially, so as to guide the University wisely to meet these needs. A major responsibility of the Board of Trustees is to develop financial support adequate for the operation and development of the University. The President of the University is accountable directly to the Board of Trustees for administrative competence and for recommendations in all areas of policy and planning. However, the Board reserves to itself final authority for certain approvals, authorizations, and control. The functions of the Board of Trustees shall, subject to the functions delegated to the Executive Committee as set forth in Article Six, Section 6.3 which may be withdrawn by any subsequent action with respect thereto taken by the Board of Trustees, include, but not be limited to the following:

a. To elect the officers of the Board of Trustees which shall include the Vice Chair, Secretary, and Assistant Secretary. The Recording Secretary may be appointed by the Board; however, need not be a member of the Board.
b. To order and/or control all affairs and business of the University.
c. To formulate, revise, and maintain official policies.
d. To approve major policy handbooks of the University.
e. To remove from membership on the Board of Trustees any trustee in accordance with the articles of incorporation of the University.
f. To appoint, a standing Articles and Bylaws Committee as provided in Article Five, Section 5.13.
g. To appoint, discipline, promote, reassign, or discontinue the officers of the University with or without cause actually stated.
h. To evaluate the effectiveness of policies and/or personnel, and to make changes thereto in harmony with the objectives of the University.
i. To appoint, discipline, promote, reassign, or discontinue any and all employees and/or personnel, academic department chairpersons, and faculty members of the University. Appointment, discipline, promotion, reassignment, or discontinuance of personnel, employees, or any portion thereof, may be delegated to the Board of Trustees Executive Committee. The appointment of a new President of the University shall take place only after opportunity has been given for faculty and staff to suggest and evaluate names through an advisory body to the Board appointed by the Board of Trustees.
j. To grant emeritus status to administrative and academic personnel.
k. To authorize the acquisition and disposition of real property.
l. To authorize the disbursement of funds by designated officers of the University, or any of them.
m. To authorize officers of the University, or any of them, to execute annuity agreements, trust agreements, life income agreements, and other documents, on behalf of the University.
n. To review and adopt annual budgets.
o. To receive the annual report of the Auditor.
p. To appoint an Executive Committee and define its powers for transacting Board of Trustees' business between regular sessions as consistent with these Bylaws.
q. To appoint such other committees as the Board of Trustees may from time to time deem necessary for the efficient functioning and development of the University, and to define the responsibilities of such committees.
r. To invite additional persons or counselors to attend meetings of the Board of Trustees or any committees thereof.
s. To exercise any and all such additional powers as may be reasonable and proper for the administration of the University as provided by law.
t. To delegate any of its duties, responsibilities, powers, or otherwise as may be permitted by law to the Executive Committee of the Board of Trustees or any other committee, officer, agent, or employee of the University as the Board of Trustees may from time to time reasonably desire.

9. Meetings:

a. The Board of Trustees shall meet promptly after each Constituent Membership meeting for selection of its officers consistent with these Bylaws and for consideration of any other matters that may come before the meeting.
b. The Board of Trustees shall meet on the University campus in College Place, Washington, or at the offices of the North Pacific Union Conference of Seventh-day Adventists, or elsewhere by designation of the Chair of the Board of Trustees or by vote of the Board of Trustees. Either the Chair or the Vice Chair of the Board of Trustees and at least one member officer of the University shall be present at all meetings.
c. Regular meetings of the Board of Trustees shall be held periodically at the pleasure of the Board, however, such regular meetings shall be held not less frequently than three (3) times a year.
d. Members of the Board of Trustees, or any committee designated by the Board of Trustees, may participate in a meeting of such Board or committee by means of conference telephone or similar communications equipment
whereby all persons participating in the meeting can hear each other at the same time, and the participants in a meeting pursuant to this Bylaw shall constitute presence in person at such meeting.

e. Unless otherwise restricted by the Articles of Incorporation, these Bylaws or by law, any action required or permitted to be taken at any meeting of the Board of Trustees, or any committee thereof, may be taken without a meeting if all members of the Board or such committee, as the case may be, consent thereto in writing, and the writing or writings are filed with the record of the minutes of the Board's or such committee's meetings.

10. Notice of Meeting:

Notice of the time and place of meeting of the Board of Trustees shall be given to the members thereof in writing as follows:

a. By mail or electronic submission sent not less than ten (10) nor more than fifty (50) days prior to the date of such meeting. Notice contained within the minutes of the prior meeting, if mailed not later than ten (10) nor more than 50 days prior to the date of the next regular meeting shall satisfy the notice requirements herein contained for notice of regular meetings. Notice given by electronic submission will comply with the requirements of Section 24.03.009 of the Revised Code of Washington.

b. If the notice is required to specify the purpose of the meeting such notice may be personally delivered or sent by electronic communication not less than seventy-two (72) hours prior to the time of such meeting.

c. Notices to the members of the Board of Trustees, if not personally delivered, shall be effective when mailed to the last known address of the member, or when transmitted electronically to an address, location or system designated by the recipient for such purpose.

d. Such notice for any meeting of the Board may be waived in writing at any time. Such waiver must be in writing, signed by the member waiving notice and filed with the minutes of the meeting for which notice is waived.

e. Attendance by a trustee at a meeting shall constitute waiver of notice of that meeting except where that trustee attends for the express purpose of objecting to the transaction of business because the meeting was not properly called or convened.

11. Special Meetings and Notice:

Special meetings of the Board of Trustees may be called by the Chair or Vice Chair of the Board of Trustees or shall be called upon written request of not less than five (5) of the trustees. Such notice shall be delivered to the Chair, Vice Chair or Secretary of the Board of Trustees. The Secretary of the Board of Trustees shall then notify the trustees of such special meeting in the manner described in Section 5.10 of this Article Five; provided, however, that such notice shall specify the items of business to be conducted at such special meeting. Such meeting shall be held within ninety (90) days of the date of receipt of request for such meeting.

12. Quorum and Voting:

A majority of the Board of Trustees shall constitute a quorum. Each trustee shall have one vote and only one vote on any question. No person may vote or act by proxy.

13. Articles and Bylaws Committee:

The Board of Trustees shall appoint a standing Articles and Bylaws Committee of five (5) members, a majority of whom are members of the Board of Trustees and at least two (2) of whom are individuals not employed by an entity of the Seventh-day Adventist Church other than the Adventist Health System.

EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES

1. Membership:

a. The membership of the executive committee of the Board of Trustees shall be thirteen (13) persons. The membership of the executive committee shall be as follows:

   1. The President, Secretary, Treasurer, and Director of Education of the North Pacific Union Conference of Seventh-day Adventists.

   2. The President, Vice President for Academic Administration, and the Vice President for Financial Administration of the University.

   3. The President of the Oregon Conference of Seventh-day Adventists.

   4. The President of the Upper Columbia Conference of Seventh-day Adventists.

   5. The Vice Chair of the Board of Trustees.

b. Any member of the Board of Trustees may be a non-voting participant at executive committee meetings. Elected members shall hold office until their successors are duly appointed at the next regular meeting of the Board of
Trustees held for that purpose. The Board of Trustees shall fill any vacancy occurring in the elected membership of the Executive Committee.

2. Officers:
The Chair, Vice Chair and Secretary of the Executive Committee shall be those individuals who are the Chair, Vice Chair and Secretary, respectively, of the Board of Trustees of the University. The Executive Committee may elect or appoint other officers thereof as it deems appropriate.
   a. The Chair of the Executive Committee shall have the same functions with respect to the Executive Committee that the Chair of the Board of Trustee has as set forth in Article Five, Section 5.3
   b. The Vice Chair of the Executive Committee shall have the same functions with respect to the Executive Committee that the Vice Chair of the Board of Trustee has as set forth in Article Five, Section 5.4.
   c. The Secretary of the Executive Committee shall have the same functions with respect to the Executive Committee that the Secretary of the Board of Trustee has as set forth in Article Five, Section 5.5.

3. Duties and Authority:
The primary role of the Executive Committee of the Board of Trustees shall be to administer the matters of the University between meetings of the full Board of Trustees. The President of the University is accountable to the Executive Committee of the Board of Trustees for administrative competence and for recommendations in all areas of policy and planning. It shall be among the functions of the Executive Committee, to the extent permitted by law:
   a. To order all affairs and business of the University between meetings of the Board of Trustees.
   b. To formulate, revise, and recommend to the Board of Trustees any and all items pertaining to official policies of the University.
   c. To adopt its own rules of procedure not inconsistent with the Articles of Incorporation of these Bylaws.
   d. To recommend to the Board of Trustees the appointment, discipline, promotion, reassignment, or discontinuance of any officer of the University, and other personnel.
   e. To evaluate the effectiveness of policies and personnel and to recommend changes in either to the Board of Trustees.
   f. To recommend to the Board of Trustees the granting of emeritus status to administrative and/or academic personnel.
   g. To authorize the acquisition and disposition of real property not exceeding in value ten percent (10%) of the net worth of the University. Any acquisition, disposition, or other action with regard to property of the reasonable market value in excess of ten percent (10%) of the net worth of the University, shall be dealt with only by the Board of Trustees.
   h. To authorize the disbursement of funds by designated officers of the University, or any of them.
   i. To authorize the officers of the University, or any of them, to execute annuity agreements, trust agreements, life income agreements, and other documents, on behalf of the University.
   j. To review and recommend to the Board of Trustees the adoption of annual budgets.
   k. To receive the annual report of the Auditor.

4. To appoint such subcommittees as the Executive Committee of the Board of Trustees may from time to time deem necessary for the efficient functioning and development of the University and to define the responsibilities of such committees.
   a. To invite additional persons or counselors to attend meetings of the Executive Committee of the Board of Trustees.
   b. To exercise such additional powers as may be reasonably necessary to fulfill the functions noted above, and such additional functions and powers as may be delegated to it by the Board of Trustees.
   c. To delegate any of its duties, responsibilities, powers, or otherwise as may be permitted by law to any other committee, officer, agent, or employee of the University as the Executive Committee may from time to time reasonably desire.

5. Meetings:
   a. The Executive Committee shall organize promptly after each election for the selection of its officers and for consideration of any other matters which may come before the meeting.
   b. The Executive Committee shall meet from time to time and in such place as shall be determined by the Executive Committee, and either the Chair or Vice Chair of the Executive Committee and at least one (1) member officer of the University shall be present at all meetings.
   c. Members of the Executive Committee may participate in a meeting of such committee by means of conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other at the same time, and the participants in a meeting pursuant to this Bylaw shall constitute presence in person at such meeting.
   d. Unless otherwise restricted by the Articles of Incorporation, these Bylaws or by law, any action required or permitted to be taken at any meeting of the Executive Committee may be taken without a meeting if all members
of the Executive Committee consent thereto in writing, and the writing or writings are filed with the record of the minutes of the Executive Committee's meetings.

6. Notice of Meetings:

Notice of the time and place of meeting of the Executive Committee shall be given to the members personally, by telephone, by electronic communication or by mail within such time as reasonably necessary to give adequate notice to attend such meeting. Notice given by electronic submission will comply with the requirements of Section 24.03.009 of the Revised Code of Washington.

7. Special Meetings:

Special meetings of the Executive Committee may be called by the Chair or Vice Chair of the Executive Committee and shall be called upon written request of not less than four (4) members of the Executive Committee. Such notice shall be delivered to the Chair, Vice Chair, or Secretary of the Executive Committee. Upon such notice the Secretary of the Executive Committee shall notify the members of the Executive Committee of such special meeting in the manner described above. Such notice shall specify the items of business to be conducted at such special meeting.

8. Quorum and Voting:

The transaction of business shall require a quorum of nine (9) members of the Executive Committee, and any action to be valid shall require the affirmative vote of a majority of the members present and voting. Each member of the Executive Committee shall have one vote and only one vote on any question. No person may vote or act by proxy.
APPENDIX C  UNIVERSITY FINANCIAL POLICIES FOR FACULTY

INDEX
UNIVERSITY FINANCIAL POLICIES
FOR FACULTY

I. Salaries
II. Medical Allowance
III. Adoption
IV. Tuition Assistance
V Travel Policy Guidelines and Procedures
VI Moving Allowance
VII Retirement
VIII. Free Tuition
IX. Basic Life
X. Services Offered to Employees
XI Miscellaneous Information

UNIVERSITY FINANCIAL POLICIES FOR FACULTY

I. Salaries
   As employees of Walla Walla University, faculty members can expect to receive appropriate remuneration and financial benefits as voted by the Board of Trustees. It is the responsibility of the university administration to keep the faculty informed of these benefits, largely based on provisions set forth in the General Conference Working Policy, copies of which are available from each department chair. Faculty members should be aware of this document, which guides the Board of Trustees in determining the financial policies of the University.

   The salaries paid by Walla Walla University are determined by a framework of rates established by the General Conference of Seventh-day Adventists for senior colleges under the educational system package plan. Since faculty members or administrators render service primarily as a result of their dedication to Christian educational objectives, university salaries are not designed to grant full recognition to scholastic and professional attainments or administrative responsibility. Salaries are set on a standard intended to provide a living wage while allowing a modest increase to those promoted in professional rank. The current salary scale is found in Appendix D  p. 93.

II. Medical Allowance
   Walla Walla University assists eligible full-time employees with medical expenses based on the General Conference Working Policy, described in a booklet provided by the Human Resources Office.

III. Adoption
   The University follows the General Conference Working Policy. Employees should consult the Human Resources Office.

IV. Tuition Assistance
   The University follows the General Conference Working Policy, which includes certain age and time limits. An updated statement is sent annually to eligible employees with children. Generally, for non-boarding students the grant is 35% of tuition and required fees; for dormitory students, 70%.

   When both employee and spouse are denominationally employed by separate organizations, both of which provide scholarship benefits according to the policy, each employing organization is responsible for one-half of the scholarship grant.

   Application may be made through the Human Resources Office.

V. Travel Policy Guidelines and Procedures
   (See Appendix F  p. 96 for complete policy and per diem rates)
VI. Moving Allowance
When employing a new full-time faculty member or salaried employee living away from the Walla Walla valley, the University pays the cost of moving household goods and the family to the local area. Reimbursable items include personal travel at the current mileage rate, road tolls, cost of lodging en route, full per diem for the employee, and partial per diem for other members of the family. In addition, each employee and spouse is granted a flat amount to cover packing and other moving costs (See Appendix D p. 93 for current rates). Additional details may be obtained from the Vice-President for Financial Administration.

When an employee retires after thirty (30) years or more of denominational service, the University moves the retiree following the General Conference Working Policy.

An employee who has served less than thirty (30) years is paid a prorated amount (According to the General Conference Working Policy).

VII. Retirement
Employees accrue retirement credit under the General Conference Retirement Plan. A booklet that answers frequently asked questions is available in the Human Resources Office.

VIII. Free Tuition
(Effective September 1, 1997)
FULL-TIME EMPLOYEES OF THE UNIVERSITY AND THEIR SPOUSES:
UNDERGRADUATE LEVEL: Full-time employees of the University may enroll without charge for up to six (6) hours of undergraduate credit each quarter.

GRADUATE LEVEL: Full-time employees of the University may enroll without charge for up to 12 free hours of graduate credit per year, fall through summer quarters, in any convenient combination. Any undergraduate courses taken that apply to the graduate degree will count toward the twelve hour limit. There must be six (6) tuition paying students in a particular class or the class cannot be taught. The IRS considers free graduate level courses part of your wage package and therefore subject to taxes.

COMBINATION OF UNDERGRADUATE AND GRADUATE LEVEL: Full-time employees of the University may enroll without charge for a maximum of twenty-four (24) hours free weighted units per year, fall through summer quarters. Weighted units are calculated by multiplying undergraduate hours by 1 and graduate hours by 2. There must be six (6) tuition paying students in a particular class or the class cannot be taught. The IRS considers free graduate level courses part of the employee’s wage package and therefore subject to taxes.

ADDITIONAL BENEFIT AFTER THREE YEARS: After the employee completes three (3) years of full-time employment at the University the spouse may enroll for a full load of undergraduate or graduate credits each quarter on the following basis: the first six (6) hours are without charge; additional hours are charged at 50% of the per quarter hour rate used for 1-12 quarter hours. The spouse applies to the Director of Human Resources for this additional benefit.

LIMITATIONS: The free tuition policy does not apply to fees and rentals, private music lessons, flying, skiing, or other courses where instruction results in a specific cost to the institution by the individual enrolled. ASWWU fees are normally waived.

It is understood that when an employee's position requires maintaining specific working hours, permission must be requested of the supervisor if the employee wishes to take classes during the normal work day. Permission may be granted or withheld at the discretion of the employment manager. Employees will not be paid while they are attending classes.

Full-time employees may not enroll for more than six (6) hours per quarter free or otherwise.

Free tuition hours are not transferable to other people and do not accumulate from quarter to quarter.

All classes are open first to tuition paying students. As space is available, free tuition participants may join. Those taking the class free would not be counted in the minimum number of students required to offer the class.

An individual is eligible for free tuition under only one section of the policy (i.e., an individual may be eligible as an employee, or as a spouse, not both)

If classes are audited or challenged they will be applied to the number of free hours available for that quarter.

IX. Basic Life
All full-time employees and families are covered by the Basic Life Plan according to the NAD policy. Employees may contact the Human Resources Office for further information.

X. Services Offered to Employees
A. Lost and Found Department: All items that are lost or found are to be turned in to Varsity Contractors, with the exception of keys. Keys are to be turned in to Plant Services.

B. Blue Mountain Credit Union: The office of Blue Mountain Credit Union is located at 313 S. College Avenue, College Place. For information about membership or loans call 526-4562 or write: P.O. Box 547, College Place, WA 99324.

C. Departments of the University: A number of University departments offer services for our employees, upon presentation of a valid identification card. Employees should check directly with the following:

- Alumni Center (Guest Rooms)
- Campus Health & Wellness
- Child Development Center
- Health and Physical Education
- Peterson Memorial Library
- Plant Services
- University Shop
- Purchasing
- The Express
- University Studios & Guest Rooms
- Food Service (Sodexho)

XI. Miscellaneous Information

- Accidents: If an accident, major or minor, occurs to an employee, he or she or someone in the department should report it immediately to Human Resources (2202). When a Workman's Compensation injury occurs, the employee fills in a portion of the appropriate form and leaves it with the physician, who in turn sends it to Human Resources.

- Identification Cards: All employees and their spouses receive identification cards. These can be used for charging purchases on campus, library privileges, P.E. facilities, etc. Identification cards are to be returned to Human Resources at the time of the exit interview.

- Key Policy: Keys for office, building, and teaching facilities are obtained from the Plant Services Department by
  - obtaining the signature of the department chair on a key request form provided by Plant Services,
  - taking the properly authorized key request form to the Plant Services office, and
  - personally signing a "key control card" upon receipt of the keys.

  There is no charge for this service. For reasons of security

  - keys are not to be duplicated for any reason;
  - locks are not to be tampered with (the Plant Services locksmith should be called to do all lock repair or changing); and
  - keys are to be returned when employment terminates or when there is no longer need for the key. Broken or faulty keys will be replaced at no charge; lost or unreturned keys will be charged to the responsible employee.

  Anyone who finds a key should send it immediately to Plant Services. By checking the identification number, Plant Services can identify the owner and return the key promptly.
### APPENDIX D  FACULTY SALARY AND ALLOWANCE SCHEDULE

**WALLA WALLA UNIVERSITY**  
**FACULTY SALARY AND ALLOWANCE SCHEDULE**  
*July 1, 2012 to June 30, 2013*

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NAD Base Remuneration Factor of $4,160
Associate and Professor REM $4,323 (ERI: $163, 25%)
APPENDIX E  NEW FACULTY HIRING LETTER & EMPLOYMENT FORM

APPENDIX E.1  PROTOTYPE LETTER OF HIRING

June 30, 2007
Jean Valjean
24601 Rue de Bastille
Paris France Circa 1700s

Dear Mr. Valjean:

On behalf of Walla Walla University, it gives me great pleasure to extend to you an official invitation to join our university family. The details of the appointment are summarized on the enclosed documents. Please look them over, and let me know if you have any questions. The chair of your department will outline your teaching assignment and other academic activities and will introduce you to our faculty governance system, in which I hope you will participate.

I want to assure you that this letter of invitation is an expression of the support the Walla Walla University faculty gives to your appointment and that I look forward to hearing that you have accepted the appointment as outlined in the enclosed document. To indicate your acceptance, simply sign both enclosed copies, retain one for your records, and return the other in the envelope provided. If you have any additional questions or comments, you are welcome to include a letter to Human Resources Director, Shane Voshell, stating those.

We look forward to hearing from you at your earliest convenience and to having you with us. We wish you God’s guidance and peace as you pray and plan with regard to this proposed transition.

Yours sincerely,

John McVay
President

Enclosures
XC: Vice President for Academic Administration
Department Chair
Director of Human Resources
APPENDIX E.2  NEW FACULTY EMPLOYMENT FORM

WALLA WALLA UNIVERSITY
NEW FACULTY EMPLOYMENT FORM

NAME:

DEPARTMENT:

RANK:

BEGINNING DATE:

ANNUAL SALARY RATE:

PROFESSIONAL ALLOWANCE:

REMUNERATION FACTOR:

TENURE STATUS*
   Permanent Tenure:

   Tenure Track Year:

   Non-Tenure Appointment:

SPECIAL CONDITIONS:

Date:

All appointments are subject to the provisions of THE BYLAWS of the Board of Trustees and of the GOVERNANCE HANDBOOK relating to employment.

*See Rank and Tenure  p. 34 for definition of terms.

xc: Acad Admin, Payroll, ESR

HR Director ____________________________ Date

______________________________________
Academic Dean Date

______________________________________
Employee Date
GENERAL GUIDELINES

Walla Walla University reimburses its employees for approved university related travel. The person responsible for the travel budget (such as the department chair) grants approval.

The Accounting Department encourages prepayment of airfares and where applicable, registration fees. Expenses for mileage and hotel, as well as per diem allowances, are to be submitted by the employee on an expense report when the trip is completed.

Expense reports should be submitted to Accounts Payable within a month of incurring the expenses, along with original receipts. Expense reports received after 6 months will be considered taxable income in accordance with federal regulations and must be approved prior to reimbursement by the department budget manager. All expense reports are subject to review by Administration. Reports submitted more than six months after the travel dates will generally be disallowed. Reimbursement will be given as electronic funds transfer on the first paycheck thereafter unless other arrangements have been made with Accounts Payable.

PLEASE NOTE: Convention approvals from Academic Administration will serve as authorization for expenditures. Each expenditure will be checked against the corresponding approval letter verifying that it pertains to the approved convention or professional development. The only signature required for these situations is the recipient’s, and the paperwork does not have to pass through Academic Administration for approval.

AIR AND GROUND TRANSPORTATION:

In order to stretch limited travel budgets, air travel arrangements are to be reserved at least 21 days in advance of the travel date if possible and in the most economical class available.

Walla Walla University’s travel guidelines allow frequent flyer rewards to be retained by the employee. However, for airfare which in aggregate costs in excess of $500, WWU requires the use of a WWU corporate purchase card whenever possible due to the 1%-2% rebate that the University receives on all its purchases. If you or your supervisor do not have a WWU card, please contact Accounts Payable to make the purchase on your behalf.

University related air travel must follow the shortest most direct and economical route to the desired destinations.

The University will not reimburse you for use of personal frequent flyer rewards that is used for business purposes.

The use of taxis should be limited in favor of public transportation, downtown shuttle/bus service, or car rentals.

LAUNDRY EXPENSE:

A laundry expense allowance of $25 per week is available when an employee travels overseas for more than seven days at a time.

SPOUSE ACCOMPANIMENT:

As a general rule Walla Walla University does not reimburse travel costs for spouse accompaniment.

EXPENSE REPORTS:

Original itemized receipts are required. When you pay with a credit card, you will most likely receive two receipts: One that is itemized (usually white) and a second (usually yellow) copy that you sign. When you turn these in to Accounts Payable, be sure to include both. Always keep copies of what you turn in for your own records.

When copies of personal checks are submitted as proof of payment they must be either bank canceled or turned in with a copy of the appropriate bank statement showing the check has cleared.

The University complies with the Internal Revenue Service regulations for employee business expenses. The guidelines and procedures outlined below meet these regulations. Specific expenses need to be submitted as follows:

1. Passenger ticket or itinerary for travel including passenger name, purpose of trip, origin, destination, and cost. Electronic ticketing will need a confirmation or itinerary stating the price of the ticket and that it was paid. A boarding ticket with this information will also be accepted.

2. Itemized motel or hotel receipts are required and should be limited to a single room rate unless the room is shared with another authorized Walla Walla University employee. Any additional non-business related charges incurred, (e.g., non-approved spouse accompaniment, personal meals, entertainment and personal phone calls) are to be excluded from the expense report. Phone calls and other items that are business related should be marked accordingly.

3. Per Diem: See Per Diem and Meal Reimbursement Policy p. 100 for rates.

4. For reimburseable meals, detailed receipts from restaurants are to include the name(s) of the person/people or group being entertained, and the business purpose or occasion. Meals that are lavish or extravagant will not be reimbursed and for this reason, a copy of the detailed items purchased is essential to be included in your reimbursement request.
5. Actual miles traveled in a privately owned car at current mileage rate. Only one set of mileage may be reported regardless of the number of passengers. See Current Rate Table p. 98 for a mileage table and rates. If renting a car, attach gas receipts. Only mileage or gas will be reimbursed, never both.

6. No expense reports will be accepted for reimbursement until the approved trip has taken place with the exception of airfare or other advance travel reservations.

7. Do not include any expenses on your expense report that have been paid in advance by the University or that you have paid for with your WWU VISA card.

Expense Reports are available online at www.wallawalla.edu/resources/accounting/ in either Excel or PDF formats, which contain further instructions. For expense reports with mileage reimbursements, please use the Excel format whenever possible as it calculates the reimbursement amount automatically.

EMERGENCY CASH ADVANCES:

Emergency cash advances may be available under limited circumstances. Please see "Cash Advance Request Form" online for eligibility requirements.

LODGING WITH RELATIVES OR FRIENDS:

Occasionally employees stay with relatives or friends while traveling on University business to reduce travel costs. If some type of gratuity for the host is desired, the University employee may either:

1. Request Accounts Payable to send the host the amount allowed by policy. (See Per Diem Policy p. 100). To do this, fill out a Check Request and be sure to include the name and address of the host.

2. Submit a receipt for a host gift of comparable value to the current hosting rates (see Per Diem Policy p. 100).

UNIVERSITY VISA CARD:

All Faculty and staff who regularly make purchases or arrange travel for Walla Walla University are encouraged to obtain a WWU VISA card. This credit card is to be used for business purposes only*. If you would like a credit card, please speak to your department chair and they may request one for you from Accounts Payable. Credit cards may also be obtained on a non-permanent basis for employees who only rarely need them. The use of personal credit cards for purchases in excess of $500 is strongly discouraged due to the 1% - 2% rebates that the university receives on its credit card purchase program. The Accounts Payable office is available to make purchases by credit card for employees that do not have a WWU credit card available to them or their supervisor.

*If a single credit card transaction is required for an item which has both business and personal components, (e.g., the purchase of airline tickets for employee [business] and spouse [personal], the corporate card may be used if the business portion is either (a) 50% or greater of the total transaction amount, or (b) $500 or more in amount. The personal portion should be reimbursed to WWU at the time the credit card statement is turned in with a personal check in the full amount of the personal portion.

You should receive an e-mail notification that your monthly statement is ready by the 8th of the month. You will also receive a paper copy through the mail several days later. You need to attach an original itemized receipt for each item listed on your statement, sign, and return to Accounts Payable by the 20th of the month. When the card is used for traveling, you must fill in trip details in the "trip" section of the statement.

NOTE:

- Airfare bills must show detailed itinerary.
- Restaurant receipts must indicate the name(s) of the person(s) or group being entertained.
- Signature of budget manager from other departments is needed if cross charging.

For purchases made on the web, please print out a copy of your order at the time of order. As this may be your only receipt, keep it as proof of purchase along with your confirmation-of-order e-mail.

If you lose your receipt, please call the place of purchase and request another copy. If you have tried and cannot obtain a receipt, please fill out a Missing Documentation Form, available on our web page, www.wallawalla.edu/resources/accounting. We must have backup for each and every purchase. Missing Documentation Forms can be used for purchases under $75, except for air travel and hotel.

If you mistakenly use your card for an unauthorized purchase, you must send a reimbursement check in with your statement. In the event that we do not receive payment we will automatically charge your personal account and it will be deducted from your next paycheck. Please note that personal purchases are not approved and repeated use of your credit card for personal purchases may result in your WWU credit card privileges being revoked.
APPENDIX F.1 EXPENSE REPORT RATE TABLES

Information Accurate
As of January 2011

**Mileage Rate:**

$0.43/mile (as of May 1, 2011)

**Mileage Tables:**

Frequently Visited Cities and Accepted Mileage (round-trip):

<table>
<thead>
<tr>
<th>City</th>
<th>Mileage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boise, ID</td>
<td>496</td>
</tr>
<tr>
<td>Ellensburg, WA</td>
<td>320</td>
</tr>
<tr>
<td>Eugene, OR</td>
<td>702</td>
</tr>
<tr>
<td>Gladstone, OR</td>
<td>500</td>
</tr>
<tr>
<td>La Grande, OR</td>
<td>162</td>
</tr>
<tr>
<td>Lewiston, ID</td>
<td>208</td>
</tr>
<tr>
<td>Milton-Freewater, OR</td>
<td>18</td>
</tr>
<tr>
<td>Missoula, MT</td>
<td>750</td>
</tr>
<tr>
<td>MiVoden, Hayden Lake, ID</td>
<td>438</td>
</tr>
<tr>
<td>Olympia, WA</td>
<td>604</td>
</tr>
<tr>
<td>Pasco, WA</td>
<td>90</td>
</tr>
<tr>
<td>Pasco Airport, WA</td>
<td>94</td>
</tr>
<tr>
<td>Pendleton, OR</td>
<td>74</td>
</tr>
<tr>
<td>Pendleton Airport, OR</td>
<td>82</td>
</tr>
<tr>
<td>Port Angeles, WA</td>
<td>742</td>
</tr>
<tr>
<td>Portland, OR</td>
<td>480</td>
</tr>
<tr>
<td>Pullman, WA</td>
<td>240</td>
</tr>
<tr>
<td>Rosario Marine Station</td>
<td>735</td>
</tr>
<tr>
<td>Salem, OR</td>
<td>560</td>
</tr>
<tr>
<td>Seattle, WA</td>
<td>542</td>
</tr>
<tr>
<td>Spokane, WA</td>
<td>328</td>
</tr>
<tr>
<td>Vancouver, WA</td>
<td>496</td>
</tr>
<tr>
<td>Walla Walla, WA</td>
<td>6</td>
</tr>
<tr>
<td>Walla Walla Airport, WA</td>
<td>14</td>
</tr>
<tr>
<td>Wenatchee, WA</td>
<td>362</td>
</tr>
<tr>
<td>Yakima, WA</td>
<td>246</td>
</tr>
</tbody>
</table>

Frequently Visited Academies and Accepted Mileage (round trip):

<table>
<thead>
<tr>
<th>Academy</th>
<th>Mileage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auburn</td>
<td>550</td>
</tr>
<tr>
<td>Cascade Christian</td>
<td>356</td>
</tr>
<tr>
<td>Columbia Adventist</td>
<td>490</td>
</tr>
<tr>
<td>Gem State</td>
<td>482</td>
</tr>
<tr>
<td>Laurelwood</td>
<td>724</td>
</tr>
<tr>
<td>Livingstone</td>
<td>568</td>
</tr>
</tbody>
</table>
Milo 938
Mt. Ellis 1162
Portland Adventist 462
Puget Sound 536
Upper Columbia 286

Alternatively, attach map with driving directions from the University to destination with corresponding milage multiplied by two (2) for round trip and multiplied by current milage rate.
APPENDIX F.2 PER DIEM AND MEAL REIMBURSEMENT POLICY

Per Diem and Meal Reimbursement Policy
Effective February 25, 2013

A per diem is a daily travel allowance provided for authorized travel to cover meals and incidentals (such as laundry, cleaning, and tips for services) while traveling for business purposes. Travel expenses, such as bus and taxi fares, and business expenses, such as telephone and postage costs are not included in the per diem reimbursement and will be reimbursed separately. Qualifying expenses for travel will not be subject to tax if they are incurred for temporary travel away from the general area of the employee’s home work location and an overnight stay is required. Not that per diems are not payable in advance.

Employees who travel with an overnight stay will be eligible for a daily per diem allowance on the following basis:

- $44.00 per day or
- $15.00 per day for no meals purchased (fully-entertained)

In order to be reimbursed for per diems employees must document on the "Purpose" line of the Employee Expense Reimbursement Report the following three elements that are required by the IRS in order for the per diem to be nontaxable:

1. Date and time of departure from home and arrival back home
2. Travel location(s)
3. Business purpose of travel

Travel Without an Overnight Stay

Please note that meals while traveling overnight are subject to IRS travel rules. Meals while on University business but not "away from home" are subject to IRS entertainment rules.

Under IRS travel rules, meals are an allowable travel expense only if the trip takes substantially longer than an ordinary day's work and one needs to get sleep or rest to meet the demands of the work while away from home. The travel rules allow the use of per diems to reimburse meals and incidentals in lieu of turning in actual receipts.

Under IRS entertainment rules, meals must meet the business requirement test to be reimbursable and must not be lavish or extravagant. Otherwise the meal is deemed a personal expenditure. To meet the business requirement test, the main purpose of the meal must be the active conduct of business for the general expectation of getting some specific business benefit either presently or at some future date. Meals with outside parties can generally meet this requirement. It is much harder to substantiate a meal between associates as there is generally no real business reason for conducting the discussion during the meal. Meals eaten alone are generally considered to be a personal expenditure.

Option A: Nontaxable Reimbursement – Meets Business Requirements Test

When an employee purchases a meal for the employee plus one or more outside parties in the active conduct of university business, the reimbursement for such meal will not be taxable. In order to qualify under this actual expense reimbursement program, receipts for the actual expenditures must be attached to the Employee Expense Reimbursement Report along with the names of the individuals present at the hosted meal and the purpose for the meeting and nature of the business discussion that took place. The cost of the meals must not be lavish or extravagant and tips in excess of 20% will not be reimbursed.

Option B: Taxable Reimbursement – All Other Meals

Employees who incur non-business (personal) meals on a day with out-of-town travel on university business will be reimbursed for their actual expenditures, on a taxable basis, not to exceed the following amounts:

- $15.60 for 2 or more meals purchased
- $ 8.00 for 1 meal purchased

Receipts must be attached which evidence the purchase of one or more meals.

Example: Employee travels to Portland and back in one day. The employee spends $6 for breakfast, $10 for lunch and $13 for dinner. Maximum reimbursement of $15.60 applies. Employee needs only to attach two receipts since any combination of two receipts would exceed the $15.60 limitation. The reimbursement of personal meals is taxable and will be added to W-2 taxable wages.

Per Diem Rates For Family Authorized Travel

- $62.00 for 2 or more meals purchased by Worker and Spouse
- $40.00 for 1 meal purchased by Worker and Spouse
- $21.00 for no meals purchased (fully-entertained)
- $21 for each dependent accompanying child
Lodging with Relatives or Friends

The University encourages employees to stay with friends, relatives or colleagues when traveling on university business. In consideration of the high cost of travel and limited departmental travel budgets, this is more cost effective compared to the cost of typical hotel accommodations. In recognition of the hospitality shown by a host/hostess the employee may wish to provide some type of gratuity as follows:

1. Purchase a gift (ex. meal, gift basket, flowers, etc). An expense report accompanied by receipt(s) for the cost of the gift(s) should be submitted to Accounts Payable. Reimbursement not to exceed the amount allowed by policy (set by Accounting – See #2 below).

2. Request Accounts Payable to send a check payable to the host, as follows:
   - $40 per day if host fully entertains employee (employee claims a fully entertained per diem rate)
   - $25 per day if employee purchases 1 or more meals for that day
APPENDIX G  SAMPLE EVALUATION FORM REQUEST

MEMORANDUM
DATE:

TO: All Teaching Faculty

FROM: Academic Administration Office

SUBJECT: Course Evaluations

As voted by the faculty, each teacher should have at least three classes evaluated and sent to the Vice President for Academic Administration and department chair/school dean each year. Additional classes may be evaluated if you wish.

Please indicate below the classes you would like to have evaluated and the form you wish to use, and return this to the Academic Administration Office. Evaluation packets will be sent to you.

<table>
<thead>
<tr>
<th>COURSE PREFIX &amp; NUMBER:</th>
<th>COURSE PREFIX &amp; NUMBER:</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE TITLE:</td>
<td>COURSE TITLE:</td>
</tr>
<tr>
<td>CREDIT:</td>
<td>CREDIT:</td>
</tr>
<tr>
<td>ENROLLMENT:</td>
<td>ENROLLMENT:</td>
</tr>
<tr>
<td>*FORM: A B C D E G H J K (Circle one)</td>
<td>*FORM: A B C D E G H J K (Circle one)</td>
</tr>
</tbody>
</table>

Instructor's Signature ________________________________

*The forms are briefly described on the reverse side of this page. The default is Form A for courses with an enrollment of 20 or less; Form B for courses with more than 20.

Form A is designed for small lecture/discussion courses. Items emphasize the clarity and quality of information transmitted, as well as the nature of the interaction between instructor and student.

Form B is designed for large lecture classes, with little or no in-class interaction between instructor and student. Items strongly emphasize the quality of course organization and information transmitted.
Form C is designed for seminar discussion classes which include a minimal amount of formal lecturing by the instructor. The items emphasize quality of discussion as well as course organization and interest level.

Form D is designed for those classes whose purpose is the teaching of problem-solving or heuristic methods. Clear explanations, dealing with student difficulties and quality of problems are emphasized.

Form E is designed for those classes which are skill oriented and in which students get “hands on” experiences related to future occupational demands. Such classes include clinical nursing, art studio, social-work field experience, etc.

Form G is designed for use in large lecture classes (such as those in math) which rely heavily on homework problems and a textbook. Emphasis is on the instructor’s ability to communicate with students, and the value of assigned problems and readings.

Form H is designed for lab sections generally taught in conjunction with classes in the physical sciences. Items emphasize the instructor’s ability to introduce meaningful questions, assist students, and deal with unexpected problems.

Form J is designed to evaluate instruction provided through clinical experience rather than traditional academic course work. Such courses are often found in the health professions or the arts. Items focus on the instructor’s ability to provide information, stimulate learning, and demonstrate skills.

Form K is designed for studio and design courses in which students work independently or in small groups to produce artistic, graphic, or other projects. Items on this form emphasize student skill development and quality of instructor guidance.
INTRODUCTION

Walla Walla University believes that every person is created in the image of God as a being of inestimable value and worth. Therefore, the university promotes respect and dignity for others, fostering an academic, work, and living environment that is free from discrimination and harassment.

The university seeks to maintain an environment that is free from all forms of discrimination, including harassment as defined in this policy. Discrimination or harassment in any form that is prohibited by law or university policy will not be tolerated.

Discrimination/harassment is prohibited by federal, state, and local laws including, but not limited to, Title VII of the Civil Rights Act of 1964; the Age Discrimination Act of 1975; and the Americans with Disabilities Act of 1990.

The free exercise of religion, guaranteed by the United States Constitution, includes the right to establish and maintain religious educational institutions. The university is incorporated in Washington State as a religious nonprofit corporation, owned and operated by the Seventh-day Adventist Church. Federal and state guidelines recognize the right of religious institutions, such as the university, to seek personnel and students who support the goals and practices espoused by the institution, including rights to give preference in employment of faculty and staff, and admission of students, to members of the church who sponsors the institution.

SCOPE

This policy applies to all members of the Walla Walla University campus community, while they are on university property or are participating in university related/sponsored activities off-campus.

DEFINITIONS

1. Campus community - all Walla Walla University employees, students, and volunteers.
2. Complainant - the person making a complaint of discrimination/harassment.
3. Alleged harasser - the person against whom the allegation or complaint of discrimination/harassment is made.
4. Allegation (concern/complaint) - a statement by a complainant that he/she believes an act of discrimination/harassment has, or may have, occurred. This notification may be verbal or in writing.

PROHIBITED CONDUCT

Discrimination

Disparate and unfair treatment of any individual because of his/her race, color, sex, national origin, age, or disability as defined by federal, state, or local laws is prohibited. This includes harassment and intimidation.

Discrimination also includes treating an employee with caregiving responsibilities differently based on their race, color, sex, national origin, age, or disability. Examples include, but are not limited to, treating male employees who are caregivers differently than female employees who are caregivers, limiting a pregnant employee's job duties based on pregnancy-related stereotypes; or denying a male employee leave to care for his child when a female employee would be granted such leave.

Harassment

Inappropriate conduct directed toward an individual or group because of his/her race, color, sex, religion, national origin, age, disability, sexual orientation or other protected group status as defined by federal, state, or local laws is prohibited. Conduct that is significant enough to alter an individual's employment conditions, educational environment, living environment, or participation in a university activity, and that creates an intimidating, offensive, or hostile environment for employment, education, or participation in a university activity, is illegal and prohibited.

Harassing behavior is typically perceived by the receiver (or observer) as unwelcome and includes, but is not limited to, the use of verbal or practical jokes, unwelcome touching, offensive remarks or put-downs, or displays of objects and materials that create an offensive environment.

Sexual Harassment

Sexual harassment is behavior of a sexual nature that is unwelcome and offensive to the person or persons it is targeted toward. Examples of harassing behavior may include, but are not limited to, unwanted physical contact, foul language of an offensive sexual nature, sexual propositions, sexual jokes or remarks, obscene gestures, and displays of pornographic or...
sexually explicit pictures, drawings, or caricatures. Use of a personal computer or the employer's computer system for the purpose of viewing, displaying, or disseminating material that is sexual in nature may also constitute harassing behavior.

WHO CAN BRING AN ALLEGATION

Any member of the campus community who has been the recipient of, an observer of, or has knowledge of alleged discrimination/harassment by any university employee or student should submit a complaint.

A person does not have to be the direct target of harassment to submit a complaint. Harassing or discriminatory behavior involving others may be sufficiently offensive or disruptive to the work or academic environment, and should be reported.

Upon rare occasion the university may choose to investigate allegations of discrimination/harassment based on information received from individuals outside the campus community, or from sources such as anonymous report forms, letters, or phone calls. However, before any investigation is undertaken, the university will carefully consider the source and nature of the information received; the specificity of the information; the objectivity and credibility of the report's source; and whether individuals who were subjected to the alleged harassment can be identified. If the anonymous complaint contains enough detail about conduct that, if true, would clearly constitute discrimination or harassment, the complaint will be investigated to the best of the university's ability given the anonymous nature of the complaint.

University employees or students who become aware of potential discrimination/harassment of others in violation of this policy should report such conduct. Supervisors, faculty, and administrators have a legal obligation to promptly report instances of discrimination/harassment involving employees, students, or others to an administrator or other appropriate persons as indicated in this policy.

Once the university becomes aware of possible harassment/discrimination, the university will investigate the allegation and, where required, take prompt remedial action to ensure incidents do not occur again.

See University Employee Responsibilities on page 10 for more specific details regarding employee responsibilities.

HOW TO MAKE AN ALLEGATION

If a university employee or student believes he/she has seen, heard, or felt discrimination/harassment, he/she should pursue one or more of these options:

1. **Ask the alleged harasser to cease the offending behavior.** If the complainant feels comfortable speaking directly with the alleged harasser to address concerns and obtain an appropriate resolution, he/she is encouraged to do so.
   - **Example #1** - One person makes a comment that offends another person. The complainant expresses their offense, the complainant and alleged harasser discuss it, and the issue is resolved to the satisfaction of both parties, and no subsequent incidents occur.
   - **Example #2** - A person responsible for employees or students observes a minor isolated act of inappropriate behavior, addresses the situation, and it does not reoccur.

   It is recommended that both the complainant and the alleged harasser create a detailed record of the occurrence for their own records.

   While this method of resolution may be desirable and successful in solving the immediate problem, the university will not be officially aware of the problem and thus will not take steps that might be appropriate to address broader concerns.

   Individuals who choose not to address the alleged harasser directly, or who have not obtained a satisfactory resolution following such an attempt, are encouraged to utilize other options as outlined below.

2. **Students may contact a counselor at Counseling and Testing Services of the Chaplain in Campus Ministries.** Counselors can assist the student complainant in a counseling capacity. Because of their professional credentials, these counselors are immune from being compelled to divulge confidences. Any communication with these counselors is not considered official notification to the university, will remain confidential, and will not result in an investigation.

3. **Report the issue to a designated university official.** Report an issue involving a student to Vice President for Student Life and Mission in Kellogg Hall or dial (509) 527-2511 (on main campus dial ext. 2511).

   Report an issue involving an **employee** or third party to the Director of Human Resources in the Haffner House (203 SW 4th Street) or dial (509) 527-2141 (on main campus dial ext. 2141).

   These designated officials will receive official allegations, verbal or written, on behalf of the university and can assist the complainant in reporting the alleged incident. Reports may also be submitted anonymously. If a complainant prefers to speak to a particular gender when directly reporting to the Vice President of Student Life and Mission or the Director of Human Resources the complainant is encouraged to make a request at the time of reporting and an accommodation will be made.

4. **Submit a "Notification of Concern Related to Discrimination or Harassment" form** found at http://hr.wallawalla.edu/Harassment to the appropriate university officials themselves, without assistance.
5. **Call 911 or Campus Security.** When a complainant is in imminent danger of being harmed he/she should promptly dial 911. Campus Security may also be contacted at (509) 527-2222 (on main campus dial ext. 2222).

Reports of allegations of discrimination/harassment should be promptly reported. The university will take steps to stop alleged discrimination/harassment as soon as possible, but can only do so if it has knowledge of such behavior and the cooperation of those being affected.

The university will address reported and anonymous allegations of discrimination/harassment and seek a resolution.

When an allegation of discrimination/harassment involves a university student and a university employee, the complaint handling process will be determined based on consultation between the Vice President for Student Life and Mission and the Director of Human Resources. All investigations are conducted in consultation with the appropriate university departments and personnel.

Disciplinary or legal action may be imposed on a university employee who has a duty to act under this policy, and who fails to respond to an allegation, observation, or report of discrimination/harassment as indicated in this policy.

The university does not prevent an individual from filing a complaint with an external agency, but it cannot extend time limits imposed on or by those agencies which are bound by law to handle only recent complaints.

### THE COMPLAINT HANDLING PROCESS

Once the university has knowledge of potentially discriminatory or harassing behavior, an investigation will commence to evaluate the allegations, formulate a response that addresses the facts as they are revealed, determine if there is sufficient evidence of violation of policy or law, and ensure necessary action steps are completed.

Conduct alleged to constitute discrimination will be evaluated according to federal, state, and local laws, as well as university policy. Conduct alleged to constitute harassment will be evaluated according to university policy and required legal standards.

The university will take reasonable steps to investigate allegations irrespective of when they occurred, but urges prompt reporting so that concerns can be fully and expeditiously resolved.

#### Method of Handling a Complaint

1. The designated university official—the Vice President for Student Life and Mission (students) or the Director of Human Resources (employees/vendors) will determine if the matter can be resolved informally between both parties. If not, the designated university official will investigate or select an "Investigator," a qualified individual who will conduct the investigation.

   If the report involves the designated university official, the President will select a qualified investigator. The Investigator will document the allegation, gathering and maintaining all details.

   In appropriate cases, the Investigator may be selected from outside of the university.

2. As soon as practical, the Investigator will inform the complainant of the process before proceeding with the investigation and before the alleged harasser is informed of the complaint and the complaint handling process. The complainant and alleged harasser will be provided with a copy of the Discrimination and Harassment Policy and Procedure document. The alleged harasser will be informed of the concerns. Both parties will be given the opportunity to present verbal and written documentation, and information on witnesses regarding the allegation. The investigation will be a fact-finding inquiry.

   The Investigator, upon request, may allow another individual observer (co-worker, friend, family member), excluding legal counsel, to accompany the complainant, alleged harasser, or witnesses during investigatory interviews.

   The Investigator will inform the complainant, alleged harasser, witnesses, and other involved individuals of the prohibition against retaliation and reprisal, and of the need for confidentiality. The Investigator will consult, where appropriate, with the Vice President who oversees the alleged harasser's group or area to review questions and documents that might be relevant to the circumstances.

   The Investigator may inform the complainant and alleged harasser of the status of the investigation at reasonable times until final disposition of the investigatory report.

3. If the Investigator concludes that there is likely a policy or legal violation, then he/she will discuss the findings with the Vice President who oversees the alleged harasser's group or area (and Human Resources Director if involving a university employee), to determine what corrective action should be taken. Corrective action, if any, will be based on the seriousness of the offense, the alleged harasser's prior history, and other relevant circumstances. See "Outcome of Complaint Handling Process" below.

   Before a final decision is made or corrective action is taken, a written summary of allegations will be delivered to the alleged harasser for his/her opportunity to respond (within a reasonable time to be determined by the Investigator).

4. Charges not substantiated (not likely a policy violation) by the investigation will be maintained in a general investigation file with no record included in the alleged harasser's student/personnel file unless proven relevant to subsequent substantiated discrimination/harassment charges, retaliation, or if the alleged harasser chooses to have the findings filed. All appropriate entities that were involved in the investigatory process will be notified of the findings.
5. A final report that includes, but is not limited to, observations on credibility, factual findings, and remedial actions will be confidentially recorded and filed in the Human Resources Department (employees) and Student Life and Mission office (students).

6. Upon resolution of the investigation, all investigative reports, notes, evidence, and records will be maintained confidentially within Student Life and Mission office (students) or Human Resources Office (employees/vendors) in case they are needed for investigation and response to other allegations, or for legal process. Information discovered during the investigatory process will be disclosed to others only on a need-to-know basis as determined by the university.

**Outcome of Complaint Handling Process**

Possible outcomes of the complaint handling process include:

1. A determination that the allegations cannot be substantiated.
2. A negotiated resolution of the allegation.
3. A determination that a violation of the policy has not occurred, but inappropriate actions/behaviors have occurred which may merit corrective action.
4. A determination that a violation of the policy has occurred.

When a violation of the university's policy is established, and a final report has been completed, corrective action shall be:

1. Rapid and appropriate to decrease the chance of recurrence.
2. Reasonably related to the gravity and/or frequency of the violation or violations.

The university shall take whatever corrective action it considers appropriate under the circumstances, including but not limited to counseling, training, reprimand, suspension, transfer, expulsion, or termination.

Corrective action for university faculty will be considered with reference to the Faculty Governance Policy on Termination and Nonrenewal of Faculty Appointments.

Violation of criminal law will be reported to the appropriate legal authorities.

**APPEAL**

If the alleged harasser does not agree with the final determination, he/she may file an appeal by following the procedures outlined in their respective handbook based on their status (faculty, staff, or student).

**CONFIDENTIALITY**

Confidentiality is essential for investigation and resolution of discrimination/harassment allegations. Although confidentiality cannot be guaranteed, the interest of both the complainant and the alleged harasser will be protected, to the extent possible, as information is gathered and evaluated. Therefore, participants in the investigatory and resolution process are authorized to discuss the case only with those individuals who have a legitimate need-to-know. Any questions regarding confidentiality, including who has a need-to-know in a particular case, should be directed to the Student Life and Mission office (students) or Human Resources Department (employees/vendors).

University employees or students who disclose information obtained during the reporting, investigation, or resolution process to individuals not in the need-to-know chain may be subject to corrective action.

The Investigator is authorized to disclose any relevant confidential information gathered during his or her investigation to the appropriate university officials if he or she believes there has been a possible violation of law or university policies.

**RETAIATION**

Retaliation against a person who alleges, assists someone with an allegation, or participates in any manner is an investigation or resolution of an allegation related to discrimination/harassment is prohibited.

Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to employment or education.

Any person subjected to continued discrimination/harassment or retaliation is responsible to promptly report the behavior to a designated university official.

**CONFLICT OF INTEREST**

If at any time during an investigation of discrimination/harassment the Investigator believes that he/she can no longer investigate in an appropriate or impartial manner, he/she may ask that a new Investigator be appointed.
Similarly, if senior administration believes that the Investigator may no longer conduct the investigation in a proper and impartial manner, he/she may appoint another Investigator.

**HARASSMENT BY VENDORS, CONTRACTORS AND THIRD PARTIES**

If a member of the campus community feels he/she has been harassed by an individual who is not a current member of the campus community, he/she should report the alleged discrimination/harassment following the procedures listed under How to Make an Allegation.

If the university determines that a third party has harassed a member of the campus community, the university will take corrective action, including reporting violations of criminal law to the appropriate legal authorities.

**FALSE AND/OR MISLEADING ACCUSATIONS**

Members of the campus community who make false and/or misleading assertions of discrimination/harassment in bad faith, will be subject to investigation and corrective action as appropriate.

**EDUCATION AND PREVENTION**

The university will provide education and training programs to promote awareness and prevention of discrimination/harassment. Informational materials about the university's Discrimination and Harassment Policy will be provided to the campus community during orientations. Copies of the policy will be posted on the university's website. The policy will also be disseminated annually to all employees and students.

The university will also provide training for appropriate personnel in conducting investigations, taking prompt and remedial actions, and management and implementation of the reporting procedure.

**FREE SPEECH AND ACADEMIC FREEDOM**

This policy is intended to complement descriptions found in the Governance Handbook that support free speech and academic freedom on the university campus. It should not be construed to limit the scholarly, educational, or artistic content of written, oral, or other presentations or discussions.

The university encourages meaningful, candid discussions in the classroom and other academic settings. This policy is intended to protect the campus community from harassment, not to regulate speech or academic freedom. However, freedom of speech and academic freedom are not boundless, and do not protect speech or expressive conduct that violates state or federal law. True academic freedom and free speech require an environment in which civility and mutual respect is upheld.

**CONSENTING RELATIONSHIPS**

**Relationships Between Individuals in Inherently Unequal Positions**

As a Seventh-day Adventist institution, WWU expects the highest standards of professional conduct and integrity among faculty, staff, and students.

There are special risks in any romantic or sexual relationship between individuals in inherently unequal positions, and parties in such a relationship assume those risks. In the university context, such positions include (but are not limited to) teacher and student, supervisor and employee (includes student employees), senior faculty and junior faculty, mentor and mentee, adviser and advisee, coach and athlete, and individuals who supervise the day-to-day student living environment and student residents. Because of the potential for conflict of interest, exploitation, favoritism, and bias, such relationships may undermine the real or perceived integrity of the supervision and evaluation provided, and the trust inherent particularly in the teacher-student context. They may, moreover, be less consensual than the individual whose position confers power or authority believes. The relationship is likely to be perceived in different ways by each of the parties to it, especially in retrospect.

Moreover, such relationships may harm or injure others in the academic or work environment. Relationships in which one party is in a position to review the work or influence the career of the other may provide grounds for complaint by third parties when that relationship gives undue access or advantage, restricts opportunities, or creates a perception of these problems. Furthermore, circumstances may change, and conduct that was previously welcome may become unwelcome. Even when both parties have consented at the outset to a romantic involvement, this past consent does not remove grounds for a charge based on subsequent unwelcome conduct.

**Expectations When a Relationship of Inequality Exists**

Where a relationship between individuals in unequal positions exists, the person in the position of greater authority or power will bear the primary burden of accountability, and must ensure through recusal that he or she does not exercise any supervisory or evaluative function over the other person in the relationship. When recusal is required, the recusing party must notify his/her department head or supervisor so that the department head or supervisor, in consultation with the
recusing party, can identify alternate supervisory or evaluative arrangements to be put in place. Department heads will report recusals and the planned response to the Human Resources Director. Failure to comply with these recusal and notification requirements is a violation of this policy, and therefore grounds for corrective action up to and including termination for cause.

**Romantic Relationship Between Teacher and Student**

At a university, the role of the teacher is multifaceted, including serving as intellectual guide, counselor, mentor and adviser; the teacher's influence and authority extend far beyond the classroom. Consequently and as a general premise, the university believes that a romantic relationship between a teacher and a student, even where consensual and whether or not the student would otherwise be subject to supervision or evaluation by the teacher, is inconsistent with the proper role of the teacher, and should be avoided. The university therefore strongly discourages such relationships. When such a relationship exists, faculty must follow the required notification guidelines discussed in the previous paragraph.

**Other Important Considerations in Consenting Relationships**

All employees of the university are expected to model the guidelines for sexual behavior as outlined by the Seventh-day Adventist Church. Therefore, any sexual relationship outside of marriage is grounds for corrective action up to and including terminating for cause.

Allegations that arise from alleged consenting relationships will be subject to investigation.

**UNIVERSITY EMPLOYEE RESPONSIBILITIES**

University employees who become aware of potential discrimination/harassment of others, either directly or indirectly, in violation of this policy should report such conduct. Failure to act according to the provisions of this policy may result in corrective action.

Supervisors, faculty, and administrators have a legal obligation to promptly report instances of discrimination/harassment involving employees, students, or others to a designated university official or other appropriate persons as indicated in this policy. This reporting should include specific details, preferably in writing, of what has been observed or heard.

Administrators, supervisors, or faculty members must contact the Vice President for Student Life and Mission (for situations involving students) or the Director of Human Resources (for situations involving employees) to report incidents that might reasonably be construed as possible discrimination/harassment.

This obligation exists even if the complainant requests that no action be taken.

It is not the responsibility of the complainant to correct the situation. Proper university offices must be contacted. The university has an affirmative legal obligation to address all perceived complaints of discrimination or harassment whether they initially appear to be valid or significant.

Administrators, supervisors, and faculty members also have the legal responsibility to protect a complainant from continued discrimination/harassment or retaliation. They must also protect persons accused of discrimination/harassment from potential damage by false allegations. Administrators, supervisors, and faculty members will be held accountable to do so by the university, and also can be legally liable for not properly responding to and taking necessary steps to prevent or stop discrimination/harassment as defined in this policy. Administrators, supervisors, and faculty members are responsible for informing their employees and students of this policy.
APPENDIX I  DRUG-FREE CAMPUS AND WORKPLACE

DRUG-FREE CAMPUS AND WORKPLACE
POLICY AND PROCEDURES

I. POLICY STATEMENT
a. Walla Walla University is committed to an environment of learning that supports the fullest possible human development. To achieve this goal, the University holds that a drug-free lifestyle is essential and thus maintains policies that seek an alcohol-, tobacco-, and drug-free campus environment. Employees, whether faculty, staff or students, are expected to practice this lifestyle while in the buildings, on the grounds, and on off-campus sites during a school-sponsored activity, e.g., field trips, club functions, sponsored gatherings in faculty/staff homes.

b. In addition, Walla Walla University maintains a drug-free workplace in harmony with the laws of the land. In particular, the following laws apply:
   1. The Drug-Free Workplace Act of 1988, which prohibits "the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance in the workplace."
   2. The Drug-Free Schools and Communities Act Amendment of 1989, which "clearly prohibits, at a minimum, the unlawful possession, use or distribution of illicit drugs and alcohol by students and employees on its property or as part of any of its activities."

c. GOVERNMENT GRANTS
   Employees working on projects funded by federal agencies will be provided a copy of the Drug-Free Workplace Act and will be required to sign a statement saying they have read and understand the policy and agree to abide by it as a condition of continued employment.

d. SAFETY SENSITIVE POSITIONS
   Employees holding safety sensitive positions, e.g., in aviation and transportation, will be included in drug testing in fulfillment of Federal agencies' requirements.

e. STUDENTS
   Students working as employees are covered under this policy while on duty. Students are otherwise covered by the Student Drug-Free Campus Policy and Student Handbook.

II. PREVENTION
Walla Walla University promotes activities and programs to assist its students and employees in maintaining a drug-free lifestyle. These include intellectual development, spiritual activities, social events, emotional support, and employee wellness. Employees are encouraged to participate in campus and community drug prevention activities. Specific information concerning drug awareness, identifying and avoiding high risk situations for drug use, and the dangers of drug use and abuse is provided by the Student Assistance Program in conjunction with other campus departments.

III. EMPLOYEE ASSISTANCE
The University will assist its employees in living a drug-free lifestyle. A counselor is provided who is qualified to do alcohol/drug assessments and individual counseling, and to make referrals for more in-depth therapy and rehabilitation on an outpatient or inpatient basis to approved/licensed treatment programs. Such assistance is provided with a maximum of confidentiality to protect the employee. Community organizations can also give assistance to the employee who might wish to seek off-campus help. Employees who believe they are having problems with alcohol or other drugs are encouraged voluntarily to seek assistance.

The University also encourages and provides access to support networks which can assist employees in remaining drug free. A resource library of books, brochures and video tapes are available through the Student Assistance Program. More information or an appointment for assistance can be obtained by calling the Chemical Dependency Counselor.

For financial assistance refer to the Health Care Assistance Plan or the optional student insurance plan.

IV. DETECTION
If an employee is suspected of using controlled substances or alcohol, the appropriate supervisor will gather and document in writing all supporting information, giving reasons for suspicion. The supervisor will then consult with the President or the President’s designee. Authorization by the President or the designee is required for a further investigation or search, or for drug testing.

The University reserves the right to investigate employees where reasonable suspicion exists of controlled substance or alcohol use. This includes the right to search an office, locker, or dormitory room, and the right to require drug testing. If a search is to be made, it will be made by an administrator designated by the President with a second administrator as witness.
The University will cooperate with law enforcement officials when the unlawful use or possession of a controlled substance is discovered. The University will confiscate the item(s) and deliver such to proper authorities and may prosecute the offender. These actions are in keeping with legislation that clearly prohibits the possession, use, or distribution of illicit drugs by students and employees on university property or as a part of any university activities.

TESTING
Drug testing for those holding safety sensitive positions, e.g., in aviation and transportation, will be in accordance with Federal agencies’ requirements.

In the event that a drug test is positive, a second confirmation test will be made. The University conducts any drug screening under the direction of the Campus Health & Wellness and uses only laboratories certified to do drug screening tests. Federal agencies governing safety sensitive positions may require the services of a Medical Review Officer (MRO). In addition, in the case of an employee who is or has been in a drug treatment program, or is under an agreement for continued employment as a result of response to violations, drug testing can be required following a subsequent relapse or breaking of the agreement.

The entire process of drug investigation will be treated in accordance with federal and Washington state laws.

V. CONFIDENTIALITY
All drug investigation and drug testing information is confidential. A Medical Review Officer Campus Health & Wellness Director relates to employees under the usual confidential doctor-patient relationship and so maintains all drug testing information, with the provision that if there is no reasonable medical evidence supporting a positive result, such result will be disclosed to the referring supervisor. If it is determined with reasonable certainty that there is a legitimate medical or other reason supporting positive laboratory findings, no information identifying the specific employee will be disclosed. Any medical information provided will be treated as confidential.

PERSONNEL ACTIONS
All records and information of personnel actions taken on employees under investigation, or discipline, shall be maintained by the President or the President’s designee in a secure, locked file. Only the President and the designee shall have access to them; any compilation of statistical reports shall be handled in an anonymous manner.

VI. RESPONSE TO VIOLATIONS
A. TOBACCO
The use of tobacco on campus or in the workplace is cause for review of continued employment. Employees using tobacco are encouraged to seek assistance through the Chemical Dependency Counselor or other professionals that are available on campus and in the community.

B. CONTROLLED SUBSTANCE AND ALCOHOL
The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on campus or in the workplace is grounds for a full range of discipline up to and including dismissal from employment under the policies of termination of an employee.

The employee who is determined to be using controlled substances or alcohol will be referred to the campus Chemical Dependency Counselor or another certified chemical dependency counselor for professional assessment. A decision will be made by the employee and administration as to continuation of employment and/or the desirability of treatment on the basis of the assessment recommendation. The employee will have the option to follow the assessment recommendations or to resign from employment.

If continued employment is planned, at the conclusion of treatment an agreement for continuing employment will be developed with the employee. The employee is expected to remain drug free. Subsequent relapse or breaking of the agreement may result in terminating employment. The University reserves the right to terminate employment following completion of therapy and rehabilitation if the administration judges that such would be in the best interest of the institution.

Dismissal procedures will follow guidelines under the policy of termination of a faculty member for adequate cause or the policies for termination of other employees. (See Termination of Service p. 38 policies or FINANCIAL POLICIES FOR HOURLY EMPLOYEES for procedures).

C. PROFESSIONAL ASSISTANCE
When professional assistance is recommended as a result of the assessment of employees, the University will provide that assistance to them within the limits of the Health Care Assistance Plan for those entitled to that benefit. Student employees should refer to the Student Assistance Program and optional student insurance plan.

VII. CONVICTIONS OF CRIMINAL DRUG STATUTE VIOLATIONS
If an employee is convicted of any criminal drug statute violation in the workplace, that employee is obligated to notify the University through the immediate work supervisor no later than five (5) calendar days after such conviction. Failure to give such notification may be grounds for termination of employment. The supervisor is responsible for notifying the appropriate vice-president or the Director of Human Resources immediately. Within thirty (30) calendar days of receiving notice the employee is to be provided professional assessment with the option to choose to cease from the use of controlled substance or to resign from employment as provided in the Response To Violation section in this policy.
If the wages of the employee are supported by a federal agency, the agency is to be notified within ten (10) calendar days of receiving such notice of criminal drug statute conviction. The Director of Human Resources or a vice-president will notify the appropriate agency as required.

VIII. DEFINITIONS

ASSESSMENT - a clinical impression of frequency and severity of drug involvement as determined by qualified chemical dependency counselor which leads to recommendations as to needed actions to halt substance abuse.

CAMPUS/WORKPLACE - Walla Walla University's buildings and grounds, and off-campus sites used by the University in any university-sponsored activity, e.g., field trips, club functions, sponsored gatherings in faculty/staff homes.

CONTROLLED SUBSTANCE - a substance placed under Federal law (21 U.S.C. 812) for control or dispensing. This placement is based upon the substance's medical use, potential for abuse, and potential for leading to physical or psychological dependency.

CRIMINAL DRUG STATUTE - a federal law relative to the manufacture, distribution, dispensing, possession, or use of a controlled substance.

CONVICTION - a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by a judicial body charged with the responsibility to determine violations of federal or state criminal drug statutes.

DRUG-FREE CAMPUS - campus buildings and grounds as well as off-campus sites used for a school-sponsored activity, e.g., field trips, club functions, sponsored gathering in faculty/staff homes.

DRUG-FREE LIFESTYLE - avoidance of mind-altering drugs such as alcohol, tobacco, and controlled substances.

DRUG-FREE WORKPLACE - defined by the Federal government as company property.

EMPLOYEE - faculty, non-teaching salaried staff, hour-time workers, contract teachers, and student employees of Walla Walla University.

FEDERAL AGENCY - any department, agency, or unit of the federal government.

MEDICAL REVIEW OFFICER - a physician knowledgeable in the medical use of prescription drugs and the pharmacology and toxicology of illicit drugs. The MRO will be used where required by government agencies for drug testing. The primary responsibility of the MRO is to review and interpret positive test results which may be obtained from such analysis in order to determine whether alternate medical explanations could account for the positive test results.

REASONABLE SUSPICION - suspicion based upon at least one of the following: (1) observable phenomena such as direct observation of drug use or possession and/or physical symptoms of being under the influence of a drug; (2) a pattern of abnormal conduct or erratic behavior; (3) arrest or conviction for a drug-related offense or identification of an employee as the focus of a criminal investigation into illegal drug possession, use, or trafficking; (4) information provided by reliable and credible sources or independently corroborated; (5) newly discovered evidence that an employee has tampered with a previous drug test. Reasonable suspicion does not require certainty, but mere "hunches" are not sufficient to meet this standard.

SENSITIVE POSITIONS - jobs with responsibilities that are designated by federal or state agencies to require drug testing in order to assure public welfare and safety.
APPENDIX J  CAMPUS COPYRIGHT POLICY

CAMPUS COPYRIGHT POLICY

An ad hoc Copyright Committee was created in the summer of 1989 to discuss the Copyright Act of 1976 and the problem of educators' needs versus the rights of publishers and producers. The following concerns were discussed by the committee:

1. Problems associated with the lack of specific, practical guidance on what copying falls within fair use.
2. Rights of publishers and media producers to preserve their time and monetary investments and the needs of educators to make appropriate materials available to their students.
3. Abuses in the use of copyrighted materials which may result in legal action against individuals, departments, and institutions.
4. Ethical issues as related to copyrighted materials.

To inform faculty and staff of these issues and to provide direction, the following guideline series has been complied:

Copying Software.............................................................1
Using Videotapes............................................................2
Off-Air Taping.................................................................3
Audio-visual Works.........................................................4
Photocopying Copyrighted Materials..............................5
APPENDIX J.1 COPYING SOFTWARE

COPYING SOFTWARE
First in the Copyright Series

You may:
1. Copy software for archival (backup) purposes.

You may not:
1. Buy some software and copy it for use by several people at the same time.
2. Buy some software and loan it to your friends, while you keep using the original copy.
3. Buy some software and sell copies of it.

Some companies allow you to:
1. Buy a single copy of software and place a copy on your computer at home and at the office, as long as both copies are not used at the same time.
2. Pay a flat fee and use the software anywhere at a given location.
3. Buy one full copy and then pay a small fee for each additional computer that will use the software.

Generally:
A good guideline on copying software is to treat it like a book. For instance, a piece of software may typically be used by any number of people and on any number of computer locations, as long as there is no possibility of its being used by more than one person at a time at different computers, just as a book cannot be read by two people at different locations at the same time.

If you have any questions, call the companies.
APPENDIX J.2 USING VIDEOTAPES

USING VIDEOTAPES
Second in the Copyright Series

You may:
1. Show a legitimate rented video once to students in a classroom, unless multiple showings are permitted in the rental agreement.
2. Show a pre-recorded videotape labeled For Home Use Only to teachers and students in a regularly-scheduled course, for instructional purposes only.
3. Copy a videotape for instructional purposes when permission has been granted in writing by the copyright holder, specifically for that purpose.
4. Retain and use legitimate copies of videotapes as authorized by the copyright holder, or as specifically permitted under the Fair Use guidelines.

You may not:
1. Show any videotape that is not a legitimate copy.
2. Retain and use an off-air recording beyond that permitted under the Off-air Recording guidelines.
3. Copy a copyrighted videotape for any reason unless approval is specifically granted in writing by the copyright holder.
4. Show a videotape labeled For Home Use Only to any group of individuals aside from a regularly-scheduled course and classroom.
5. Show in any university-related facility a For Home Use Only videotape for entertainment, recreation, or cultural values. This prohibition includes club sponsored activities or fund-raising programs.
6. Allow any individual other than the instructor and those registered for the course to view a legitimate showing of a videotape labeled For Home Use Only.
APPENDIX J.3 OFF-AIR TAPING

OFF-AIR TAPING
Third in the Copyright Series

Guidelines for Commercial Broadcasts
You may:
1. For educational purposes, videotape a TV program and retain it for forty-five (45) consecutive days. Be sure to include the copyright notice on the recording. After forty-five (45) days the recording must be erased.
2. Show a videotaped recording twice in one course during the first ten (10) days of the retention period.
3. Hold the tape for the rest of the forty-five-day period to decide whether to seek licensing.

You may not:
1. Alter videotaped recordings from their original content or physically or electronically combine or merge videotapes to create teaching anthologies or compilations.

Guidelines for Non-Commercial Broadcasts
You may:
1. For educational purposes, videotape a program and retain it for seven (7) days.
2. Show the recording, for educational purposes, any number of times during the seven-day period.

You may not:
1. Show the videotape recorded off-the-air for entertainment, recreation, or cultural values, in any university-related facility. This prohibition includes club sponsored activities or fund-raising events.

Contact the TV License Center, 5447 North Ravenswood Ave., Chicago, IL 60640, in advance, for written permission concerning exceptions to these guidelines.
APPENDIX J.4  AUDIOVISUAL WORKS

AUDIOVISUAL WORKS
Fourth in the Copyright Series

You may:

1. Create a slide or overhead transparency series from multiple sources as long as creation does not exceed ten (10) percent of photographs in one source (book, magazine, filmstrip, etc.), unless the source forbids photographic reproduction.

2. Create a single overhead transparency from a single page of a consumable workbook.

3. Reproduce selected slides from a series if reproduction does not exceed ten (10) percent of the work or constitute its essence.

4. Excerpt sections of a film for a locally-produced videotape (not to be shown over cable) if the excerpt does not exceed ten (10) percent of the work or constitute its essence.

5. Narrate on tape, and then duplicate, stories or literary excerpts as long as similar materials are not available for sale.

You may not:

1. Duplicate tapes unless reproduction rights were given at time of purchase.

2. Reproduce musical works or convert to another format (e.g., record to tape).

3. Reproduce commercial ditto masters, individually or in sets (including multimedia kits) if they are available for sale separately.

4. Reproduce any copyrighted AV work in its entirety.

5. Convert one media format to another (e.g., film to videotape, even though the University has purchased the film) unless permission is secured in writing from the copyright holder.

6. Salvage useful frames from a discarded filmstrip to use for personal purposes.

7. Tape the audio portion of a televised documentary for later playback.
APPENDIX J.5 PHOTOCOPYING COPYRIGHTED MATERIALS

PHOTOCOPYING COPYRIGHTED MATERIALS
Fifth in the copyright Series

You may:
1. For personal research make a single copy of a chapter, article, short story, essay, short poem, cartoon, etc.
2. Make multiple copies (one copy per student) provided that:
   a. The portion copied is brief and the copying is spontaneous.
   b. Copies will be used for only one course during one term.
   c. Only one excerpt from an author or no more than three excerpts from the same collective work or periodical volume are made during one class term.
4. Copy without restriction materials with copyright dates prior to 1906.

You must:
1. Include the full bibliographic citation on the material copied.

You may not:
1. Create your own anthology or compilations using photocopied materials.
2. Copy from works intended to be consumable in the course of study or teaching.
3. Copy to substitute for purchase of books, publishers' reprints, or periodicals.
4. Copy the same item from term to term.
5. Direct all your students to copy an item for class use.
6. Charge students for anything beyond actual costs of photocopying.

Generally:
You may write to the publisher and seek permission to copy specific materials repeatedly for your classes from term to term or to have them placed on permanent reserve at the library. Photocopying should not have a significant detrimental impact on the market for the copyrighted work. To place photocopies on reserve, please refer to the Reserve Guidelines provided by the library staff.
APPENDIX K POLICIES FOR RESPONSIBLE COMPUTING

Policies For Responsible Computing at Walla Walla University
March 2, 2000

1 Introduction

Scope, Audience, and Authority

This document describes policies for use of university computer systems by faculty, staff, and students. The creation of these policies involved broad input from the computer users of Walla Walla University. The policies have been adopted by these campus groups: Information Services, the Computer Users' Committee, the Student Senate, the Faculty Senate, and the President's Cabinet.

Readers are also referred to several other documents concerning policies and procedures for campus computer resources -- including the Computer Center System Backup Policy, the Computer Center Basic Services Guide, the section in the Governance Handbook regarding the Computer Users' Committee, the section on Software in the University Copyright Policy, the Computer Primer, the Academic Computing Handbook, and the Internet Primer.

Philosophy

Walla Walla University maintains computers, computer software, computerized data, computer networks, and connections to external networks, collectively referred to as computer facilities, for the purpose of fostering the instruction, research, and the administrative functions of the university.

Computing facilities are provided for use by WWU students, faculty, and staff in support of the activities of the university. All students, faculty and staff are responsible for seeing that these computing facilities are used in an effective, efficient, ethical, and lawful manner.

These policies establish rights, responsibilities, and restrictions regarding the access and use of university-owned computer facilities. These policies apply to centrally administered computer systems, departmental computer systems, and university-owned personal computers. They include all means of accessing these, as well as all computerized institutional data regardless of the office in which it resides or the format in which it is used.

All computer users have two basic rights -- a reasonable expectation of privacy and a fair share of the resources. Consequently, computer users have the responsibility to help ensure that others also experience those rights. The following policies are intended to ensure these rights.

2 General Policies

2.1 Ownership of Resources

Computer facilities and data owned by the university are to be used solely for university-related activities. All access to centralized computer systems shall be approved through the Computer Center. Access to departmental computer systems shall be approved by the department chairman or authorized representative.

Computerized Institutional Data

All computerized institutional data is considered to be an asset of the university and shall be protected from loss, corruption, misuse, and inappropriate disclosure. Certain computerized institutional data, by law or by university policy, is confidential and may not be released without permission. Users of university computer resources are responsible for the privacy and protection of data over which they have control.

2.2 Authorized Users

Computer facilities are provided to support the instructional, research, and administrative functions of the university. Students, staff members, and faculty members (including emeritus faculty and members of the Board of Trustees) are permitted, upon proper validation, to use the academic portion of these facilities without charge. The facilities available will be determined by the intended use of the facilities and the resources available at the time. Because of limited resources the university does not provide computer facilities for use by relatives or friends who do not otherwise qualify as users.

2.3 General Policies

Policy:

Computer users may log in only to their own computer accounts

Rationale:
System managers are more able to make systems run smoothly when they know who is using the system. Users are less likely to interfere with each other if they each have their own account. Unauthorized users can then be identified more readily. On systems that charge for computer resources, one user may be paying for the computer usage of another. Some systems limit the number of simultaneous users of a single account. Private information is available to the legitimate owner of an account.

Exceptions:
Some systems have generic accounts (e.g., guest) that almost anyone is authorized to use.

Policy:
Computer users must ensure that their work does not interfere with others.

Rationale:
Students, faculty, and staff depend on reliable and efficient computer systems to do work and schoolwork. Disrupting computer systems causes lost productivity and frustration.

Exceptions:
Nearly everyone, from time to time, unknowingly does something on the computer that has an adverse effect on the network, the hard drive space, or some other shared resource. This is usually quite innocent and unintentional. Users are responsible for educating themselves regarding their computer work, so as to have a minimum of impact on other users. The Computer Center will help with that educational process by making users aware of resource-consuming activities when they are discovered.

Examples:
Exceeding assigned disk quotas
Attaching incompatible equipment to the campus network
Releasing a virus program
Sending harassing messages

Policy:
Computer users may not examine, copy, modify, or delete files belonging to other users without their consent.

Rationale:
Computer users have a reasonable expectation of privacy for their data stored on campus computer systems. Most systems have security protections in place to make it difficult for users to look where they have no permission to look. This policy applies to System Managers as well as regular computer users.

Examples:
Attempting to discover other users' or system passwords.
Attempting to read or modify other users' files without their permission.
Attempting to circumvent data protection schemes or uncover security loopholes.
Attempting to read or modify another's E-mail.
Attempting to modify system software or configuration files.

Users who encounter or observe a gap in system security should report it to the Computer Center.

Exceptions:
It is generally considered acceptable for work supervisors to access the work related files in the accounts of their employees when necessary. This is one reason why student employees are encouraged to keep their work files separate from their personal files. Of course, guidelines for these practices will vary between departments.

Policy:
Computer users must not waste computer resources.

Rationale:
Wasting computer resources that could be used by others hurts everyone. Good computer citizens will not use more than their fair share of the computer resources.

Examples:
Generating unnecessary printer output.
Using unwarranted or excessive amounts of disk storage.
Creating unnecessary processes on multi-user systems.
Propagating electronic chain letters.
Sending frivolous E-mail to large groups.
Creating or posting inappropriate messages to news or list groups.
Posting messages to multitudinous news groups, creating unnecessary network traffic.

Policy:
Computer users must not use WWU computer facilities to gain unauthorized access to remote networks or systems or violate the use policies of any remote system.

Rationale:
System managers on the Internet depend on each other's cooperation to enforce policies and keep general order. If a Walla Walla University computer user were to use our facilities to disrupt the operation of remote systems, the only recourse for the remote system manager might be to terminate all access from WWU computers. This could cause the disruption of many Internet facilities upon which our users depend. In addition, if government systems were involved, the user might be in violation of United States and/or Washington State Law (refer to the Washington State Criminal Code).

2.4 Use and Storage of Potentially Dangerous Programs

The introduction of worm or virus programs into the computer systems can be particularly disruptive. Because of this, the existence of such software as well as other software intended to break security is regulated. Possession of computer software used to discover passwords or otherwise scan for security loopholes may be allowed for legitimate academic purposes, but must be registered with and approved by the Computer Center before it is stored on a university-owned computer system or system connected to a campus network. To protect the integrity of the network, unregistered copies of such software discovered on campus systems will be promptly removed.

2.5 Privacy Issues

Privacy and Confidentiality of User Data

The following policies are intended to create a balance between users' rights to privacy and the right to a smoothly-functioning computer system, free of disruption.

Programs and files stored in users' private directories are considered private unless their owners have explicitly made them available. However, in the case of system problems, violation of federal, state, or local law, or violation of university policy, system managers (as authorized below) may examine user files and system logs in order to gather sufficient information to diagnose and correct system problems or to investigate potential violation of law or university policy. Any examination of this sort must be reported promptly to the Director of Computing.

Personal user files - whether stored on disk or backup tape - are considered private and will not be scanned or read by computer center staff except as specifically authorized below. If system managers discover private information as an incidental result of performing their duties, they are obligated to keep this information confidential. However, such information, if evidence of legal or policy violations, may be used in legal or disciplinary proceedings.

System Operation

System managers are authorized to examine user files or processes only as far as necessary to ensure reliable and secure system operation. If reliable system operation is in jeopardy, system operators are also authorized to kill or suspend user processes, move user files to alternate storage media or delete files that can be easily recovered (for instance, from off the Internet). The users affected will be promptly notified of the actions taken and the reasons why. System Managers will make every reasonable attempt to assist users in recovering work files that were destroyed in the process of attempting to keep the system running properly.

Violation of Law

System managers are authorized to take action as required by federal, state, or local law or court order. System managers are authorized to investigate alleged violations of federal or state law and to take action as required to comply with the law.

Violation of University Policy

System managers are authorized to examine user files to collect evidence of specific university policy violations only when authorized by the president or an appropriate vice president, provided that reasonable cause exists for such a search. Reasonable efforts must be made to conduct searches in a manner that protects individual privacy.

Note that not all data created by users is considered personal. In particular, logs of user activity created automatically by system programs (such as login) are not considered personal or private.

Some systems run programs which periodically scan disk volumes looking for problem files such as viruses and large graphical images. The system program will report these potential problems to the System Manager. Private disk volumes not mounted on the network are never scanned.

Being Logged In is Considered Public Information

Most systems have publicly available software that can be used to list the user names of currently logged-in users, and on some systems the last command executed by each user. On some systems, this information is available even from off-campus computers. In short, being logged into a system is considered public information.
Disclaimer for Loss of Data
The University disclaims liability for the loss of data or interference with files resulting from its efforts to maintain the operation, privacy, and security of the computer facilities. For additional information regarding procedures in place to protect system and user data, refer to Information Services Backup Policy.

2.6 Copyright Policies
Illegally copying or storing of copyrighted images, music, or other materials on university computer facilities is expressly prohibited by copyright statute and by the university computer policy. The university reserves the right to search files when it suspects copyright violation, to remove illegally copied material, and in appropriate circumstances to terminate the accounts of users who are repeat offenders. The university will not interfere with standard technical measures used by copyright owners to identify protected copyrighted works.

Many copyrighted programs are made available on campus systems under license agreements with the publishers. These license agreements generally do not allow campus computer users to make copies of these programs. Unless otherwise specified, users are not allowed to make personal copies of software stored on central systems. For additional information refer to the WWU Copyright Policy p. 113.

2.7 Non-Commercial Use Policy
University computer accounts are to be used for the university-related activities for which they are assigned. University computing resources are not to be used for commercial activities without written authorization from the university administration. In these cases, the university will require payment of appropriate fees.

2.8 Electronic Mail Policies
Electronic mail, once received, belongs to the recipient. A user's mailbox is treated in the same manner as any other file belonging to that user and is subject to the same privacy protections as regular files. (See Section 2.5)

The university will not attempt to regulate the content of electronic mail except for cases involving violations of law or other university policies. The university accepts no liability for the content of users' electronic mail. The university has policies against racism, sexism, and sexual harassment; if necessary, individuals may direct their concerns to the appropriate administrator.

E-mail in departmental accounts (such as alumni@wallawalla.edu) has no expectation of privacy and may be accessed by supervisors or other department employees.

The university does not guarantee the delivery of e-mail, nor can confidentiality be guaranteed during transmission.

All authorized computer users (as defined in Section 2.2) may have campus e-mail accounts. In addition, e-mail accounts may be opened for prospective students.

Accounts may be terminated on the following conditions:

- Repeated or flagrant violation of e-mail policy
- Termination of employment at WWU
- Graduation or termination of enrollment at WWU

Non-enrolled students planning to return to WWU may request that e-mail accounts remain open until their return.

E-mail sent to terminated accounts will be forwarded for a period of 6 months from the date of termination when a forwarding address is provided to the Information Services department. WWU assumes no responsibility for guaranteeing the delivery of e-mail forwarded from terminated accounts.

E-mail is not archived. Short-term backups are performed to ensure system function, but e-mail backups are kept no longer than 48 hours. Requests to retrieve e-mail messages cannot be honored.

3 Policies Specific to Computer Labs
Several clusters of public-access computers are available on campus and are commonly referred to as computer labs. While primarily intended for students to use for course work, faculty and staff are also welcome to use the facilities on an equal basis with students.

Faculty May Reserve the Computer Labs
Faculty wishing to reserve a computer lab for a class or seminar must contact the office of the Director of Academic Computing at least one week before the event. Such requests are generally granted on a first-come first-served basis. Generally the labs should not be reserved during evening hours nor all at the same time.

Unattended Workstations
Any workstation left unattended for more than fifteen minutes may be appropriated by another user.

Computer Games
Playing recreational games in a computer lab is prohibited. Any exceptions to this policy must be approved in writing by the Computer Users’ Committee.
Other Non-Academic Computer Use

Computer lab facilities are intended for educational and research purposes, and these have higher priority than other types of use (for example, composing personal electronic messages or reading electronic news). A user engaging in non-academic activities while other users are waiting to use a terminal, is expected to yield the terminal. As a matter of courtesy, users should give up the terminal voluntarily without having to be asked.

Experimenting with graphics (non-course work), reading news, and writing personal correspondence are considered to have educational value; however, they should not be performed during peak lab hours.

Manuals

Manuals for most common software are available in the labs. Under no circumstances should users remove these manuals or other computer supplies without authorization.

4 Penalties and Due Process

Available Penalties

Depending on the nature and severity of the policy violation, the University may take one or more of the following disciplinary actions:

- Send a verbal, written, or electronic mail warning
- Allow only restricted computer privileges
- Temporarily suspend the computer account (typically 1 to 10 weeks)
- Revoke all computer privileges

Warnings and temporary suspension of accounts may be issued by the appropriate System Manager. Restricting or revoking computer privileges for more than three days requires the approval of the Director of Computing. Termination of computer privileges permanently or indefinitely requires action by the university administration.

Supervisors have authority over their workers' accounts - to activate or terminate as necessary. Supervisors on administrative systems also determine what specific data access rights their workers are granted. When someone ceases to be an employee of the University, the supervisor or department head should promptly notify the Computer Center so that the account can be disabled.

In cases where the integrity or functionality of the network or a multi-user system is in jeopardy, the system administrator is authorized to take immediate steps to prevent further damage - up to and including disabling user accounts and disconnecting a user's workstation from the campus network. In the event that the user's account is being used by someone other than the true owner, this policy may prevent damage to the legitimate owner's data. The system administrator will promptly notify the account owner of the action taken.

When an account cannot be accessed, the user should immediately contact Computer Support for an explanation of the situation. Quite often, temporary revocation is the result of a minor or unintentional violation of the policies; it is customary to restore the account after the staff has discussed the situation with the user.

Procedures for Students

Students who are for any reason dissatisfied by the application of this policy have a right to appeal under the procedures specified in the Student Handbook. For severe infractions the matter will be remanded to the Vice President for Student Life for disciplinary procedures under the Student Handbook.

If the Vice President for Student Life initiates disciplinary action, the Computer Center may be able to provide computing access on a restricted basis during disciplinary proceedings. This restricted access will depend upon the severity of the infraction and the technical feasibility of providing such access. The level of access will be determined by the university administration.

If the Vice President for Student Life chooses not to bring disciplinary action, or if the judicial proceedings are resolved in the defendant's favor, computer access will be restored immediately.

Procedures for Employees

Employees who are for any reason dissatisfied by the application of this policy have a right to appeal under the procedures specified in the Governance Handbook. For severe infractions, the matter will be remanded to the vice president of the department. The vice president in consultation with the Director of Computing will decide what temporary computer access is appropriate during the disciplinary proceedings.

Statutory Provisions

The Washington State Criminal Code defines Computer Trespass in the first degree as a class C felony, punishable by fines of up to $10,000 and imprisonment for up to 5 years. Title 18 of the United States Code as amended in 1994 also includes fines and imprisonment for “Computer Abuse.” Copies of the relevant sections of the code are available in the Appendix K.2 p. 126.

5 Acknowledgments

Parts of this document were adapted and ideas taken from the computer policies of the following institutions:
Columbia University; California State University, Fresno; University of Hawaii, Manoa; Iowa State University; University of Kentucky; Louisiana Tech University; Princeton University; Rice University, University of Delaware.

6 Approvals:
President's Cabinet October 20, 1999
Computer Users' Committee October 21, 1999
Lawyer Review January 17, 2000
Computer Users' Committee January 20, 2000
Faculty Senate (Conditionally) March 2, 2000

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Revised: March 30, 1995
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APPENDIX K.1  E-MAIL ETIQUETTE GUIDELINES

E-mail Etiquette Guidelines

- Do review messages before you send them out to make sure they say what you mean to say. Be careful with sarcasm and humor that could be misunderstood.
- Do assume that anyone could read your e-mail. Treat e-mail the same as a postcard. If you don’t want to read it in the newspaper, don’t write it. Legal precedent has established that courts and employers have legal rights to access stored electronic communication.
- Do remember that deleting an e-mail message does not necessarily mean that the message is gone. For example, copies may still exist in your e-mail trash can or in other users’ files.
- Do keep messages short and to the point.
- Do be sure the subject line reflects the subject of your message.
- Do include your name at the end of the message.
- Do check your e-mail regularly. Delete unwanted messages immediately. Keep messages remaining in your mailbox to a minimum. Files you wish to keep should be stored on your personal computer’s hard drive or on diskette.
- Don’t send or reply to e-mail messages when you are angry. Avoid SHOUTING by capitalizing a word; it’s considered rude.
- Don’t reply to “all recipients” unless they all need to see your reply.
- Don’t send personal e-mail messages to the entire campus; this is “spam” and wastes campus resources and time.
- Don’t send harassing or excessive e-mail to another e-mail user; don’t send e-mail to a user who has specifically requested you to stop sending it.
- Don’t send chain letters or messages recruiting participants in make-money-fast schemes; doing so not only violates campus policy, but may also violate federal law.
- Don’t copy an entire large message in your response just to add a line or two of comment.
- Don’t forward an e-mail not intended for further dissemination without permission from the originator.
- Don’t attach documents to your e-mail whenever possible. Every mail browser can read text in the main body of the message, but some browsers may not access attachments as well. If you are uncertain what type of browser the recipient uses, send them an e-mail ahead of time.
APPENDIX K.2 REVISED CODE OF WASHINGTON COMPUTER STATUTES

Revised Code of Washington
Computer Statutes

9A.52.110 Computer trespass in the first degree.
(1) A person is guilty of computer trespass in the first degree if the person, without authorization, intentionally gains access to a computer system or electronic data base of another; and
   (a) The access is made with the intent to commit another crime; or
   (b) The violation involves a computer or data base maintained by a government agency.
(2) Computer trespass in the first degree is a class C felony. [1984 c 273 § 1.]
A class C felony is punishable by fines of up to $10,000 and imprisonment for up to 5 years.

9A.52.120 Computer trespass in the second degree.
(1) A person is guilty of computer trespass in the second degree if the person, without authorization, intentionally gains access to a computer system or electronic data base of another under circumstances not constituting the offense in the first degree.
(2) Computer trespass in the second degree is a gross misdemeanor. [1984 c 273 § 2.]
A gross misdemeanor is punishable by fines of up to $5,000 and imprisonment for up to one year.

Summary of The Computer Fraud and Abuse Statute
Title 18 of the United States Criminal Code
18 USC Chapter 47 Sec 1030 Fraud and related activity in connection with computers.
As amended by the 1994 Omnibus Crime Bill

Whoever knowingly and without authorization causes loss or damage to a computer, network, information, data, or program used in interstate commerce or communications (including loss of use of the system by the rightful users), of value aggregating $1,000 or more during any 1-year period shall be punished by fines and imprisonment of not more than five years (ten years for repeat offenders).
The complete text of the statute is available electronically in WordPerfect 5.1 format in the file HAL/APP:CLASS\POLICIES\COMPUTER\STATUTES\USCODE.WP.
APPENDIX L REASONABLE ACCOMMODATION POLICY FOR STUDENTS & EMPLOYEES WITH DISABILITIES

Reasonable Accommodation Policy for Students and Employees With Disabilities

Revised version: June 1, 1998 Approved by Faculty March 6, 1995
Second Revision: November 30, 2000 Reviewed by Board May 8, 1995

General Policy

Walla Walla University does not discriminate on the basis of disability in the admission or access to, or treatment or employment, in its programs or activities in compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA). Applicants and/or existing employees with disabilities or handicaps may request reasonable accommodation to enable them to perform the essential functions of their job. Students and/or student applicants with a handicap or disability may request reasonable accommodation to enable them to successfully function in the university environment. If a student or employee wishes to receive information or request reasonable accommodation, they should contact a compliance officer. The compliance officer for employees is the Director of Human Resources; for students needing learning and other support services, the Disability Support Services Coordinator.

Anyone desiring information about the campus safety plan for individuals with disabilities should consult the document “Emergency Procedures for Assisting Individuals with Disabilities.”

Summary of Applicable Law and Regulations

· Section 504: The Rehabilitation Act
  Section 504 of the Rehabilitation Act provides: “No otherwise qualified individual with handicaps in the United States . . .shall, solely by reason of his or her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal Financial Assistance.” 29 U.S. C. § 794.
  The Section 504 compliance standards apply to the following categories of University programs or activities: (1) admissions and recruitment; (2) treatment of students; (3) academic adjustments; (4) housing; (5) financial and employment assistance to students; and (6) non-academic services. 34 C.F. R. §§ 104.41-104.47.

· Section 503 of the Rehabilitation Act
  Section 503 of the Rehabilitation Act prohibits discrimination against qualified handicapped employees working on federal contracts. It also requires institutions holding federal contracts to take affirmative action to hire and promote handicapped individuals.

· The Americans With Disabilities Act (ADA)
  The ADA provides a comprehensive statutory and regulatory approach to eliminating discrimination against qualified persons with disabilities.
  Title I of the ADA applies to employment. Any “qualified individual with a disability”; is entitled to reasonable accommodation under the ADA, provided the individual, “with or without reasonable accommodation, can perform the essential functions of the employment positions that such individual holds or desires.” (42 U.S.C. 12111(8)), and provided that the accommodation does not create an “undue hardship” for the employer. 42 U.S.C. § 12111(10) (A).
  Title III of the ADA applies to public accommodations and services operated by private entities such as the University. The general rules of Title III provide: “No individual shall be discriminated against on the basis of disability in the full and equal enjoyment of the goods, services, facilities, privileges, advantages, or accommodations of any place of public accommodation by any person who owns, leases, or operates a place of public accommodation.” 42 U.S.C. § 12182(a).

Qualified Individual with a Disability

A person is considered qualified if he/she:
A. Meets all eligibility criteria.
B. Is able (with or without accommodations) to perform the essential functions of an academic program, activity or job and, with respect to students, have attributes (apart from any disability) and academic ability which qualify them for admission to Walla Walla University.
C. Is able to utilize reasonable accommodations in a manner which allows the individual to perform the essential functions of an academic program, activity or job without imposing a direct threat to the health and safety of:
1. himself/herself or others, if an employee.
2. others, if a student.

Reasonable Accommodations and Procedures for Students with Disabilities

Accommodation
Qualified individuals with handicaps or disabilities may request reasonable accommodations to enable them to successfully function in the university environment.

Documentation of a Disability
All requests for accommodation must be accompanied by appropriate documentation of the student’s disability from a physician, psychologist, learning specialist, or other appropriate expert. The documentation must be current, usually within three years, and sufficiently comprehensive. It is the responsibility of the individual seeking an accommodation to identify the disability and to provide documentation of the disability at his/her own expense.

Procedures for Requesting Accommodation
Upon admission to the university, students should self-declare their known and/or suspected disabilities to the Disability Support Services office in order to be informed of available accommodations on this campus. Each request for accommodation will be assessed individually, based on relevant circumstances and factors. It is the responsibility of the individual seeking an accommodation to identify the disability and to provide documentation of the disability at his/her own expense. Final decision for appropriate accommodation rests with the Disability Support Services Coordinator. Any disagreement at this level shall be handled by the appeals process.

Reasonable Accommodations and Procedures for Employees with Disabilities

Accommodation
Qualified individuals with handicaps or disabilities may request reasonable accommodation to assist them in performing the essential functions of their job or making application for a job.

Procedures for Requesting Accommodation
Any employee or applicant (including faculty, administration, staff and student staff) seeking an accommodation in connection with employment should first contact the Human Resources office. It is the responsibility of the employee to provide the University with adequate notice of the disability, to request the particular accommodation, and to provide in writing any necessary medical verification of a disability-related need for the requested accommodation. The Human Resource office will consult with the person’s supervisor and/or other relevant University officials to determine whether a reasonable accommodation is available that will enable the employee to perform the essential functions of the job. The Vice Presidents for Financial Administration and Academic Administration are the University officials with final responsibility for accommodations relating to employment. Any disagreement at this level shall be settled by the appeals process.

Complaint Mediation/Resolution Resources

Appeal Procedures
Appeal procedures are intended to provide a means for an individual to appeal a decision or action regarding an accommodation, modification, auxiliary aid, or academic adjustment, or to otherwise make a complaint about discrimination or harassment based on a disability. It is the intent of the University that all appeals be processed in a manner that promotes the prompt and equitable resolution of complaints. Therefore, individuals with complaints should bring them to the attention of appropriate University personnel as soon as possible after the action(s) causing the complaint. Upon receipt of an informal or formal complaint, University officials will seek a prompt and timely resolution. An employee or student has the right to refuse an accommodation. This may mean that the employee cannot perform the essential functions of the job and is, therefore, not qualified for the position.

There is no civil rights protection for individuals who do not identify themselves and request the appropriate accommodations, nor are accommodations retroactive (prior to declaration of a disability).

When Making a Complaint
Be specific. Provide a detailed written summary of the incidents or actions taken which are perceived as discriminatory or as a barrier creating lack of access. Include identification of the disability. Include dates, times, names of individuals and/or office(s) involved. Describe and explain your interactions with these individuals or offices. If you are in contact with multiple offices, please notify each office of what efforts other offices have made to resolve your complaint. Keep a record of all written correspondence between yourself and the various offices involved.

- Informal Appeal
An individual is encouraged to resolve concerns about accommodations or modifications by communicating with the concerned parties and suggesting an appropriate resolution. The individual may seek informal discussion, advice and assistance from the Disability Support Services (DSS) Coordinator in the Teaching Learning Center (for students) or the Director of Human Resources (HR) (for employees). The request for an informal review and resolution should be in writing and should be directed to the person whose assistance is being sought.

This informal process may lead to resolution of the matter. If not, the individual may choose to follow the formal complaint process described below or utilize complaint procedures with outside agencies. An individual may use the formal procedure without first using the informal procedure.

- **Formal Appeal**
  At each level of the appeals process, the person to whom the appeal is directed for resolution will submit their resolution suggestions in writing in response to the appeal. The person reviewing the alleged discrimination may meet with the student, faculty member, or other University officials for further investigation.

### Formal Appeals Relating to Accommodations in Academic or Educational Programs and Services

#### Reconsideration of Accommodation
The student must submit a written request for reconsideration, with suggestions for an appropriate resolution, to the DSS Coordinator. If the matter is not resolved at this level, then the student may file a written appeal with the Director of the Teaching Learning Center, or directly with the Associate Vice President for Academic Administration (AVP). If the student is not satisfied with the action at the AVP level, he/she may make a written appeal to the ADA Committee.

#### Implementation of Accommodation
If a student believes an accommodation is not being properly implemented, he/she must submit a written request for reconsideration, with suggestions for an appropriate resolution, to the faculty member, advisor, program manager, or other person responsible for the implementation. If the matter is not resolved at this level, then the student may file a written appeal with the School Dean, Department Chair, or Program Director involved. The Dean/Chair/Director may meet with the student and faculty member or other University officials for further information gathering. If the student is not satisfied with the action at this level, he/she may appeal to the AVP. If he/she is not satisfied with the action at the AVP level, he/she may appeal to the supervising Vice President of the department or program.

If the Dean/Chair/Director was initially responsible for the implementation, then the student should begin the appeals process at the AVP level.

### Formal Appeals Relating to Employee-Related Accommodation Requests and Implementation

#### Reconsideration of Accommodation
An employee must submit a written request for reconsideration, with suggestions for an appropriate resolution, to the supervisor or director responsible for the initial decision. If the matter is not resolved at this level, then the employee may file a written appeal with the Director of HR. If the employee is not satisfied with the action at the level of the Director of HR, he/she may make a written appeal to the supervising Vice President of the department involved.

#### Implementation of Accommodation
If an employee believes an accommodation is not being properly implemented, he/she must submit a written request for reconsideration, with suggestions for an appropriate resolution, to the person responsible for the implementation. If the matter is not resolved at this level, then the employee may file a written appeal with the Director of HR. If the employee is not satisfied with the action at the level of the Director of HR, he/she may make a written appeal to the supervising Vice President of the department involved.

### Final Levels of Appeal for Students and Employees
The final level of campus appeal for students and employees is through the University grievance process. At any time a person may appeal to external bodies such as the Office for Civil Rights, Equal Employment Opportunity Commission, or Washington Human Rights Commission.

### Office/Phone Number Directory

<table>
<thead>
<tr>
<th>Walla Walla University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability Support Services (DSS) Coordinator/Section 504 Compliance Officer</td>
</tr>
<tr>
<td>Teaching Learning Center, Lower level of Village Hall</td>
</tr>
<tr>
<td>Director of Human Resources (HR)</td>
</tr>
<tr>
<td>Administration Building, Room 101</td>
</tr>
<tr>
<td>Assoc. Vice President for Academic Administration (AVP)/Chair, ADA Committee</td>
</tr>
</tbody>
</table>
Administration Building, Room 336
Vice President for Academic Administration...........................................................(509) 527-2431
Administration Building, Room 336
Vice President for Financial Administration...........................................................(509) 527-2202
Administration Building, Room 329
Vice President for Student Life....................................................................................(509) 527-2511
Lower Level, Kellogg Hall

Other Resources
Washington State Human Rights Commission.......(206) 464-6500 voice, 1-800-300-7525 TTY
1511 Third Avenue, Suite 921
MS: TB-41
Seattle, WA 98101
Office for Civil Rights, Department of Education....(206) 220-7900 voice, 1-877-521-2172 TDD
915 Second Avenue, Room 3310
Seattle, WA 98174-1099
Office of Federal Contract Compliance.................................................................(206) 398-8000
US Department of Labor
ESA-OFCCP
1111 Third Avenue, Suite 745
Seattle, WA 98101-3212
Equal Employment Opportunity Commission........1-800-669-4000 voice, 1-800-669-6820 TTY
Federal Office Building
909 First Avenue, Suite 400
Seattle, WA 98104-1061
U.S. Department of Labor, Wage and Hour Division SEA.......................................1-866-847-9243
US Department of Labor
1111 Third Avenue, Suite 755
Seattle, WA 98101-3212
APPENDIX M  ETHICS IN RESEARCH POLICY

WALLA WALLA UNIVERSITY
ETHICS IN RESEARCH POLICY

Preamble
Walla Walla University is a community of both faith and inquiry. As a community of faith we hold that all life is a gift of
the Creator and is to be treated with care and respect. As a community of inquiry we believe that research and discovery
are important for the enhancement of life. Some research cannot be accomplished without the use of living organisms. The
following policy is intended to ensure that such research will demonstrate the care and respect for life and human dignity
that our belief demands.

Procedure
The university will establish a standing committee known as the Ethics Review Board. It will be chaired by the VPAA and
will consist of representatives from each academic department involved in research on animal or human subjects, faculty
members at large who teach in the area of philosophy and ethics, and one or two community members from outside the
university representing areas such as ethics, medicine, and/or law. This Review Board will:

1. Establish principles, polices, and procedures for ethics in research which will be followed by each department as it
   approves, conducts, and reviews research.
2. Serve as the appeal board when decisions made at the department level are contested.
3. Review all research proposals that have a level of risk that exceeds the protocols under which the departmental
   research review process functions.
4. Regularly and randomly assess the research review processes and decisions at the departmental level.
5. Prepare standard material for use by departments, such as forms for securing informed consent.
6. Prepare an annual report assessing the institution's compliance with this policy.

Principles of Research on Human Subjects
The basic principles that will guide all research on human subjects are those found in The Belmont Report of the National
Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. These include (1) respect for
persons as autonomous agents, (2) beneficence, or the effort to assure the well-being of the subject, and (3) justice or
fairness in distribution. The following applications are derived from these principles:

1. Informed consent. Subjects will be given full information concerning possible benefits and risks in a
   comprehensible manner that assures voluntary participation. No coercion will be used, and subjects will be free to
   withdraw.
2. Assessment of Risks and Benefits. No research will be justified that involves brutal or inhumane treatment of
   subjects. Risks should be reduced to those necessary to achieve the research objective and must be carefully
   justified. All risks must be clearly communicated to the subjects.
3. Selection of Subjects. Care will be given to the selection of subjects to assure fairness, so that benefits and risks are
   not distributed unevenly to a particular social group. In addition, extreme care must be exercised in using children
   as subjects. Consent must come from both the parent and the child (as appropriate to its age).

Each department will review and approve research proposals according to these guidelines. The department will also
determine if the research is conducted in an academically sound manner by investigators who have adequate background
in research methods and the content area of the research. When there is significant risk, deception, or when the research
involves subjects, such as children or prisoners, whose ability to give fully informed consent is questionable, departments
will take the research proposal to the Review Board.

Principles of Research on Animal Subjects
The development of knowledge necessary for the improvement of the health and well-being of humans as well as other
animals requires in vivo experimentation with a wide variety of animal species. Whenever WWU departments develop
requirements for testing, research, or educational procedures involving the use of vertebrate animals, the following
principles shall be considered; and whenever these departments actually perform or sponsor such procedures, the Review
Board shall ensure that these principles are adhered to:

1. The transportation, care, and use of animals should be in accordance with the Animal Welfare Act (7, U.S.C.
   2131 et. seq.) and other applicable Federal laws, guidelines, and policies.
2. Procedures involving animals should be designed and performed with due consideration of their relevance to
   human or animal health, the advancement of knowledge, or the good of society.
3. The animals selected for a procedure should be of an appropriate species and quality and the minimum number required to obtain valid results. Methods such as mathematical models, computer simulation, and \textit{in vitro} biological systems should be considered.

4. Proper use of animals, including the avoidance or minimization of discomfort, distress, and pain, when consistent with sound scientific practices, is imperative. Unless the contrary is established, investigators should consider that procedures that cause pain or distress in human beings may cause pain or distress in other animals.

5. Procedures with animals that may cause more than momentary or slight pain or distress should be performed with appropriate sedation, analgesia, or anesthesia. Surgical or other painful procedures should not be performed on unanesthetized animals paralyzed by chemical agents.

6. Animals that would otherwise suffer severe or chronic pain or distress that cannot be relieved should be painlessly killed at the end of the procedure or, if appropriate, during the procedure.

7. The living conditions of animals should be appropriate for their species and contribute to their health and comfort. Normally, the housing, feeding, and care of all animals must be directed by a scientist trained and experienced in the proper care, handling, and use of the species being maintained or studied. Veterinary care shall be provided as needed.

8. Investigators and other personnel shall be appropriately qualified and experienced for conducting procedures on living animals. Adequate arrangements shall be made for their in-service training, including the proper and humane care and use of laboratory animals.

9. Where exceptions are required in relation to the provisions of these Principles, the decisions should not rest with the investigators directly concerned but should be made, with due regard to Principle 2, by an appropriate review group such as an institutional animal care and use committee. Such exceptions should not be made solely for the purposes of teaching or demonstration.

In addition, animal research will be carried out with reference to the OPRR "Public Health Service Policy on Humane Care and Use of Laboratory Animals" and the U.S. Department of Health and Human Services "Guide for the Care and Use of Laboratory Animals."
APPENDIX M.1  SAMPLE INFORMED CONSENT FORM


RESPONSIBLE INVESTIGATOR:

TITLE OF PROTOCOL:

TITLE OF CONSENT FORM:

I have been asked to participate in a research study that is investigating (describe purpose of study). In participating in this study I agree to (describe briefly and in lay terms procedures to which subject is consenting).

I understand that:

a. The possible risks of this procedure include (list known risks or side effects; if none, so state). Alternative treatments include (list alternative treatments and briefly describe advantages and disadvantages of each; if none, so state).

b. The possible benefits of this study to me are (enumerate; if none, so state).

c. Any questions I have concerning my participation in this study will be answered by (list names and degrees of people who will be available to answer questions).

d. I may withdraw from this study at any time without prejudice.

e. The results of this study may be published, but my name or identity will not be revealed and my records will remain confidential unless disclosure of my identity is required by law.

f. My consent is given voluntarily without being coerced or forced.

g. In the event of physical injury resulting from the study, medical care and treatment will be available at: (list name and address of facility).

___________________________________
Date

___________________________________
Subject or Responsible Party

___________________________________
Subject's Social Security Number

___________________________________
Auditor/Witness

___________________________________
Investigator
Note: Color is for visual clarity only.
APPENDIX N.2 GOVERNANCE ORGANIZATIONAL DIAGRAM

Faculty-in-Session members include teaching faculty, librarians, administrators, directors from academic support, and residence hall deans. For a complete list, see 1.6.1 Teaching Faculty p. 9 and 1.6.2 Faculty-in-Session p. 9.

Note: Color is for visual clarity only.
APPENDIX O  FACULTY SEVERANCE PAY AND BENEFITS - EFFECTIVE JULY 1, 2010

Effective July 1, 2010

Faculty Severance Pay and Benefits
Walla Walla University

Severance pay and benefits are provided to a faculty member in the months following termination due to extraordinary circumstances as defined by the Faculty Termination Policy (See Reasons for Termination - Extraordinary Circumstances p. 39). The intent of these severance provisions is to give personal and professional assistance to aid in the faculty member’s resulting transition.

Extraordinary Circumstances
In accordance with Faculty Termination Policy and NAD Working Policy FEC 05 25 and Y 36, when a faculty member is terminated due to extraordinary circumstances (See Reasons for Termination - Extraordinary Circumstances p. 39) severance pay and benefits are provided as detailed below unless continuous full-time employment as a faculty member in the Adventist higher education system is secured as of the date of termination.

SEVERANCE PAY FOR TENURED FACULTY
A tenured faculty member will be eligible for nine (9) months of severance. This will be a single payment* (based on the new fiscal year pay level including professional development allowance, see Appendix D p. 93) that will be issued by the pay day following date of termination. In addition to severance pay the faculty member may be eligible for unemployment benefits. This state benefit is intended to provide financial support for someone who is unemployed and is actively seeking work. See “Unemployment Insurance Benefits” listed below.

*In consideration of possible tax implications, payment may be received in two installments at the request of the faculty member.

SEVERANCE BENEFITS FOR TENURED FACULTY

Health Care Coverage
· First 60 days following date of termination - Beginning on date of termination, faculty member will be eligible for up to 60 days of continued health care coverage in accordance with the Health Care Assistance Plan (HCAP) under Adventist Risk Management. (Non-taxable)
· After 60 days - Additional financial provisions will be made available to enable the faculty member to purchase an individual or family health insurance plan. The amount of financial assistance will be determined based on a factor of the per member per month (PMPM) cost of University health care coverage for the prior calendar year as reported by Adventist Risk Management. The faculty member will be eligible for reimbursement of up to 125% of the PMPM cost for each individual covered on the plan at date of termination for up to 10 months.

1. Faculty member will provide verification of health care coverage to the Human Resources Department to support the reimbursement. He/she will provide proof of payment to Accounting department for purchased health insurance for reimbursement up to maximum allowed.
2. If a faculty member is denied health insurance coverage he/she may be eligible to participate in a state insurance plan. Reimbursement for participation in this plan will be provided in the same manner as described above.
3. The Human Resources department will direct the faculty member to resources (ex. Broker) that can aid in securing a health insurance plan.
4. Reimbursement assistance continues for up to ten (10) months or until the faculty member has access to health care coverage through their spouse or a new employer, whichever occurs first.

Example: Faculty member has two dependents on the HCAP plan on date of termination. The prior calendar year PMPM cost is $400. The reimbursable limit is $1,500 ($400*3 people*1.25). Faculty member purchases private insurance for three people and brings verification of coverage to the HR Department. Copies of payments made are submitted to the Accounting Department for reimbursement up to $1,500 per month.

Educational subsidy
· Primary/secondary school - Beginning on date of termination, faculty member will be eligible for subsidy until the end of the calendar year for children who were enrolled at time of final notification. Benefit is not subject to tax.

Example Faculty member receives final notification of termination decision on March 1. He/she has child(ren) enrolled in primary/secondary school at time of notification. Date of termination is September 1. Faculty has same child(ren) enrolled for new school year and will be eligible for subsidy until December 31.
Free Tuition - In the two (2) years following date of termination, the faculty member is eligible for free tuition credits at Walla Walla University not to exceed a total of ninety-six (96). Faculty member may share credits with his/her spouse. Benefits are subject to tax based on IRS guidelines for educational assistance listed in publication 970. See IRS publications list for details.

Moving Allowance - In the twelve (12) months following date of termination, the faculty member is eligible for assistance with moving expenses for one (1) move not to exceed one-sixth of his/her annual salary for the twelve (12) months leading up to the date of termination. If the move is to new employment and the new employer has a practice that covers the cost of the move, the faculty member will not be eligible for a moving allowance.

SEVERANCE PAY FOR NON-TENURED FACULTY

With less than three years of full-time service - By the pay day following date of termination, the faculty member will receive a single payment* in accordance with NAD Working Policy Y 36 “Termination Settlements”.

With three or more years of full-time service - By the pay day following date of termination, the faculty member will receive a single payment* equal to 1 month of compensation (based on the new fiscal year pay level including professional development allowance) for each year of service up to a maximum of 6 years.

Example Faculty member receives final notification of termination decision on March 1. Employment and associated compensation continues until June 30 (date of termination). He/she receives a single payment on July 12.

*In consideration of possible tax implications, payment may be received in two installments at the request of the faculty member.

SEPARATION AGREEMENT AND RELEASE

The severance provisions will be contingent upon signing a Separation Agreement and Release which defines the terms and conditions of a specific termination in accordance with policies defined in Appendix O and in the Faculty Termination Policy. The release will not require faculty to give up rights afforded in the Faculty Termination Policy. Faculty members with questions about severance pay or benefits are encouraged to contact the Human Resources Department. Additional details about severance provisions and other employee benefits will be discussed during an exit interview prior to date of termination.

OTHER BENEFITS (TENURED AND NON-TENURED)

Retirement Contribution - Employer and employee contribution to retirement savings account end upon date of termination. Severance payment(s) are not eligible for retirement contribution.

Unamortized Moving/Education - The faculty member’s unamortized moving/education expenses are forgiven. Value of amount forgiven is subject to tax.

Unemployment Insurance Benefits - The faculty member may be eligible for unemployment benefits. These payments are made for a limited period of time to people who are unemployed through no fault of their own, who are able and willing to work, and who are actively seeking work. To determine eligibility, the faculty member is encouraged use the contact information listed below.

Washington - Employment Security Department at 800-318-6022 or go to http://www.esd.wa.gov/
Oregon - Call 877-877-1781 or go to http://www.oregon.gov/EMPLOY/UI/index.shtml
Montana - Call 406-444-2545 (Missoula) or 406-247-1000 (Billings) or go to https://app.mt.gov/ui4u/index

Life Insurance - Current coverage ceases at the end of the month in which faculty member’s employment terminates. Within 31 days of termination the faculty member may convert all or part of his/her group life insurance coverage and/or dependent life insurance coverage to an individual life insurance policy without being required to submit proof of insurability. If the faculty member does not convert within 31 days, his/her policy is canceled. The University does not contribute to the cost of this coverage.

Long-term Disability Insurance - Current coverage ceases at the end of the month in which faculty member’s employment terminates. Within 31 days of termination the faculty member may convert his/her group disability insurance (within policy conversion limitations) to an individual long-term disability policy without having to provide proof of insurability. After 31 days, coverage may not be converted. The University does not contribute to the cost of this coverage.
Flexible Spending Accounts - Any money a faculty member has in a flexible spending account can still be used for expenses incurred prior to the date his/her participation in the plan ends.

Other Forms of Separation

RETIREMENT
Severance pay and benefits will not be given to a faculty member whose employment ends due to retirement.

RESIGNATION
Severance pay and benefits will not be given to faculty members whose employment ends due to voluntary resignation. A faculty member may be eligible for unemployment benefits. See details listed above under “Unemployment insurance benefits”.

PERSONAL CAUSE
SEVERANCE PAY
Except in unusual circumstances as determined by the university administration and action of the Board of Trustees, severance pay will not be given to a faculty member who is terminated due to personal cause (Reasons for Termination p. 39).

SEVERANCE BENEFITS
Except in unusual circumstances as determined by the university administration and action of the Board of Trustees, employee benefits will cease in accordance with university policy and NAD Working Policy on date of termination. The faculty member may be eligible for unemployment benefits. See details listed above under “Unemployment Insurance Benefits”.
APPENDIX P PRIVACY POLICIES

APPENDIX P.1 FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)

In accordance with the Family Educational Rights and Privacy Act (commonly referred to as FERPA, or the "Buckley Amendment," Walla Walla University has adopted the following policies and procedures to protect the privacy of education records. Students will be notified of their FERPA rights annually by publication in the WWU Bulletin and on the WWU homepage.

Definitions

Walla Walla University uses the following definitions in this policy:

Student: any person who attends or has attended WWU.

Education records: any record maintained by the University which is directly related to a student, with the following exceptions:

- Personal records kept by university employees which are in the sole possession of the maker and are not accessible or revealed to any other person except a temporary substitute;
- Employment records unless the employment records are contingent on the fact that the employee is a student;

Right of the University to Refuse to Provide Copies

Walla Walla University reserves the right to deny copies of transcripts or other records (not required to be made available under FERPA, if the student has an overdue financial obligation to the University or if there is an unresolved disciplinary or academic dishonesty action against the student.

Disclosure of Education Records

Walla Walla University will disclose information from a student's education records only with the written consent of the student, except:

To school officials who have a legitimate educational interest in the records.

A school official is:

a. A person employed by the University in an administrative, supervisory, academic, research, or support staff position
b. A person elected to the Board of Trustees;
c. A person employed by or under contract to the University to perform a special task, such as legal counsel or an auditor.
d. A student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her task.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her task. Examples include:

a. Performing a task that is specific in his or her job description or by a contract agreement; or
b. Performing a task related to a student's education; or
c. Providing a service or benefit relating to the student or student's family, such as health care, counseling, job placement, or financial aid.
d. To officials of another school, upon request, in which a student seeks or intends to enroll.
e. To certain officials of the U.S. Department of Education, the Comptroller General, and state and local educational authorities, in connection with certain state or federally supported education programs.
f. In connection with a student's request for or receipt of financial aid, as necessary to determine the eligibility, amount, or conditions of the financial aid, or to enforce the terms and conditions of the aid.
g. If required by a state law requiring disclosure that was adopted before November 19, 1974.
h. To organizations conducting certain studies for or on behalf of the University
i. To accrediting organizations to carry out their functions.
j. To comply with a judicial order or a lawfully issued subpoena.
k. To appropriate parties in a health or safety emergency.
l. To an alleged victim of any crime of violence or sexual harassment offense of the results of any institutional disciplinary proceeding against the alleged perpetrator with respect to that crime or offense.

Record of Requests for Disclosure

Walla Walla University will maintain a record of all requests for and/or disclosure of information from a student's education records. The record will indicate the name of the party making the request, any additional party to whom it may be redisclosed, and the legitimate interest the party had in requesting or obtaining the information. The record may be reviewed by the student.
Directory Information

Walla Walla University designates the following categories of student information as public or "Directory Information." Such information may be disclosed by the institution at its discretion.

1. Name
2. Current enrollment status.
3. Telephone number.
4. Date and place of birth, dates of attendance, class standing, previous institution(s) attended, major field of study, awards, honors (including Dean's List), degree(s) conferred (including dates), and full-time or part-time status.
5. E-mail addresses.

Currently enrolled students may withhold disclosure of Directory Information. To withhold disclosure, written notification must be received in the Academic Records Office at: Walla Walla University, 204 S College Ave., College Place, WA 99324. Directory Information will then be withheld indefinitely until the Academic Records Office receives in writing a revocation of the request for nondisclosure.

Walla Walla University will honor a request to withhold information listed but cannot assume responsibility to contact the student for subsequent permission to release the requested information. Regardless of the effect upon the student, the institution assumes no liability as a consequence of honoring instructions that directory information be withheld.

Correction of Education Records

If students believe that any information contained in their education records is inaccurate, misleading, or in violation of their privacy rights, they may request in writing that the office which contains those records amend them. Students should identify the part of the record they want changed and specify why they believe it is inaccurate, misleading, or in violation of their privacy rights.

That office will reach a decision and inform students in a reasonable amount of time after receiving the request. If the records custodian refuses to amend the record, students have the right to a hearing. This hearing will be conducted by an appropriate committee appointed by the Academic Vice President of the University. The hearing will be held within a reasonable amount of time after the request for a hearing has been made. The hearing committee will notify the student, reasonably in advance, of the date, place, and time of the hearing.

Students will be afforded a full and fair opportunity to present evidence relevant to the issue raised. Students may be accompanied by one or more other persons. The committee will make its decision in writing based on the evidence presented at the hearing. The decision will include a summary of the evidence presented and the reasons for the decision.

If the hearing committee supports the complaint, the education record will be amended accordingly and students will be so informed. If the hearing committee decides not to amend the education record, students have the right to place in the education record a statement commenting on the challenged information and/or stating the reasons for disagreeing with the decision. This statement will be maintained as part of the education record as long as the contested portion is maintained, and whenever a copy of the education record is sent to any party, the student's statement will be included.
APPENDIX P.2  HEALTH INFORMATION PRIVACY PATIENT ACT (HIPPA)
§ 42.17.310. Certain personal and other records exempt

1. The following are exempt from public inspection and copying:
   <...>
   1. Any library record, the primary purpose of which is to maintain control of library materials, or to gain access to information, which discloses or could be used to disclose the identity of a library user.

1. Except for information described in subsection (1)(c)(i) of this section and confidential income data exempted from public inspection pursuant to RCW 84.40.020, the exemptions of this section are inapplicable to the extent that information, the disclosure of which would violate personal privacy or vital governmental interests, can be deleted from the specific records sought. No exemption may be construed to permit the nondisclosure of statistical information not descriptive of any readily identifiable person or persons.

2. Inspection or copying of any specific records exempt under the provisions of this section may be permitted if the superior court in the county in which the record is maintained finds, after a hearing with notice thereof to every person in interest and the agency, that the exemption of such records is clearly unnecessary to protect any individual's right of privacy or any vital governmental function.

3. Agency responses refusing, in whole or in part, inspection of any public record shall include a statement of the specific exemption authorizing the withholding of the record (or part) and a brief explanation of how the exemption applies to the record withheld.

02/03
APPENDIX Q FACULTY SENATE CHAIR CONSIDERATION

In consideration of the time commitment of Faculty Senate Chair, four options are available. Exact dollar amounts for options related to contract rate scales are set at the highest institutional contract teacher rate.

Option 1:
The dollar equivalent of a 2-hour per quarter contract rate, payable over the five pay periods per quarter (taxable).

Option 2:
The dollar equivalent of a 2-hour per quarter contract rate placed in an academic equipment reserve fund, with the understanding that:
- the equipment purchased would belong to the university;
- the individual serving as Faculty Senate Chair directs use of the reserve fund;
- the Vice President for Academic Administration approves all purchases.

Option 3:
The dollar equivalent of a 2-hour per quarter contract rate placed in a protected, nontaxable professional development fund with the understanding that:
- the individual serving as Faculty Senate Chair directs use of the fund for professional development expenses (books, conferences, computer equipment, etc.);
- funds are available via reimbursement as approved by the Vice President for Academic Administration.

Option 4:
One-third release time with classes covered by contract teaching as needed.