

FACULTY HANDBOOK



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Azusa Pacific University Faculty Handbook

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TABLE OF CONTENTS

SECTION 1 – INTRODUCTION

SECTION 1.1 – PURPOSE OF THE HANDBOOK

SECTION 2 – ADMINISTRATIVE AND ACADEMIC ORGANIZATION

SECTION 2.1 – BOARD OF TRUSTEES AND UNIVERSITY ADMINISTRATION

SECTION 2.2 – STRUCTURE OF SCHOOLS AND COLLEGES

SECTION 2.3 – DEAN DUTIES AND RESPONSIBILITIES

SECTION 2.4 – ASSOCIATE DEAN DUTIES AND RESPONSIBILITIES

SECTION 2.5 – DEPARTMENT CHAIR DUTIES AND RESPONSIBILITIES

SECTION 2.6 – FACULTY MEMBER DUTIES AND RESPONSIBILITIES

SECTION 2.7 – ADMINISTRATIVE FACULTY DUTIES AND RESPONSIBILITIES

SECTION 2.8 – COACHING FACULTY DUTIES AND RESPONSIBILITIES

SECTION 3 – FACULTY APPOINTMENTS AND CONTRACTS

SECTION 3.1 – FULLTIME FACULTY RECRUITMENT AND APPOINTMENT

SECTION 3.2 – FACULTY MOVING

SECTION 3.3 – FACULTY CONTRACT INFORMATION

SECTION 3.4 – WORKLOAD

SECTION 3.5 – VACATION PERIODS

SECTION 3.6 – LEAVES OF ABSENCE

SECTION 3.7 – RETIREMENT POLICIES AND PROCEDURES

SECTION 3.8 – VISITING PROFESSOR APPOINTMENT

SECTION 3.9 – FACULTY SALARY SCALE

SECTION 3.10 – ADMINISTRATIVE FACULTY SALARY SCALE

SECTION 3.11 – OVERLOAD SALARY SCALE

SECTION 4 – ACADEMIC DUE PROCESS AND GRIEVANCES

SECTION 4.1 – EMPLOYEE RELATIONS AND GRIEVANCES

SECTION 4.2 – ACADEMIC DUE PROCESS AND GRIEVANCE POLICIES

SECTION 4.3 – TERMINATION OF AN APPOINTMENT

SECTION 4.4 – NON-RENEWAL OF FACULTY APPOINTMENTS

SECTION 5 – INSTRUCTIONAL POLICIES AND PROCEDURES

SECTION 5.1 – INSTRUCTIONAL POLICIES

SECTION 5.2 – SERVICE LEARNING

SECTION 5.3 – GRADING, INCOMPLETE & GRADE CHANGE CLASS ATTENDANCE & ADD/DROP POLICY

SECTION 5.4 – INDEPENDENT STUDY

SECTION 5.5 – LEARNING ENRICHMENT CENTER

SECTION 5.6 – TEXBOOKS

SECTION 5.7 – ACADEMIC FREEDOM

SECTION 5.8 – ACADEMIC INTEGRITY

SECTION 5.9 – RELATIONSHIPS WITH STUDENTS

SECTION 6 – SCHOLARSHIP, TEACHING, AND SERVICE POLICIES AND RESOURCES

SECTION 6.1 – DEFINITION OF SCHOLARSHIP

SECTION 6.2 – INTELLECTUAL PROPERTY POLICY

SECTION 6.3 – FACULTY RESEARCH SUPPORT

SECTION 6.4 – INTERNAL GRANTS AVAILABLE TO FACULTY

SECTION 6.5 – SABBATICAL

SECTION 6.6 – FACULTY DEVELOPMENT

SECTION 6.7 – EDUCATIONAL ASSISTANCE PROGRAM

SECTION 6.8 – PROFESSIONAL ORGANIZATIONAL BENEFIT

SECTION 6.9 – PROFESSIONAL TRAVEL

SECTION 6.10 – FEAST FUND

SECTION 7 – FACULTY PROMOTIONS

SECTION 7.1 – THE FACULTY EVALUATION SYSTEM (FES)

SECTION 7.2 – ASSESSMENT OF FACULTY ROLES IN FES

SECTION 7.3 – FAITH INTEGRATION IN FES

SECTION 7.4 – EXTENDED CONTRACT, TERM-TENURE CONTRACT, AND PROMOTION

SECTION 7.5 – EVALUATION AND NOTIFICATION TIMELINES

SECTION 7.6 – APPEALS PROCESS FOR THE FACULTY EVALUATION COUNCIL DECISIONS

SECTION 8 – FACULTY GOVERNANCE

- SECTION 8.1 – PRINCIPLES OF FACULTY GOVERNANCE**
- SECTION 8.2 – MEMBERSHIP**
- SECTION 8.3 – OFFICERS**
- SECTION 8.4 – FACULTY MEETINGS**
- SECTION 8.5 – FACULTY SENATE**
- SECTION 8.6 – FACULTY GOVERNANCE**
- SECTION 8.7 – COUNCILS**
- SECTION 8.8 – COMMITTEES**
- SECTION 8.9 – REVIEW BOARDS**
- SECTION 8.10 – SENATE TASK FORCES & AD HOC COMMITTEES**
- SECTION 8.11 – DIVERSITY COUNCIL**
- SECTION 8.12 – DOCTORAL STUDIES COUNCIL**
- SECTION 8.13 – FACULTY DEVELOPMENT COUNCIL**
- SECTION 8.14 – FACULTY ELECTIONS COUNCIL**
- SECTION 8.15 – FACULTY EVALUATION COUNCIL**
- SECTION 8.16 – FACULTY RESEARCH COUNCIL**
- SECTION 8.17 – FAITH INTEGRATION COUNCIL**
- SECTION 8.18 – GENERAL EDUCATION COUNCIL**
- SECTION 8.19 – INTERNATIONAL STUDIES COUNCIL**
- SECTION 8.20 – MASTER’S STUDIES COUNCIL**
- SECTION 8.21 – UNDERGRADUATE STUDIES COUNCIL**
- SECTION 8.22 – WORKLOAD AND COMPENSATION COUNCIL**
- SECTION 8.23 – PROFESSIONAL AFFAIRS REVIEW BOARD**
- SECTION 8.24 – HANDBOOK REVIEW COMMITTEE**

Azusa Pacific University Faculty Handbook

Section 1.1 • Purpose of the Handbook

Most Recent Policy Revision: March 2013

This handbook is designed as a guide for faculty and administration, providing information which is essential to a better understanding of the role of a faculty member at Azusa Pacific University. This publication is intended for use in faculty orientation as well as to serve as a ready reference for institutional life and procedure.

This handbook is not the sole document for faculty guidance and governance. The Employee Handbook, The Student Handbook, the University catalogs, the What We Believe booklet and other official documents as they are issued may serve as a collective body of information to which faculty and administration look for direction relative to institutional policy and guidelines.

The material herein is compiled from a record of official faculty actions, as well as administrative policies and Board decisions. This handbook has been prepared for the purpose of clarifying faculty responsibilities and privileges and should aid in creating a direct and effective approach to organizational problem solving. It is subject to review and/or revision by the administration or the Board of Trustees. Changes to the Faculty Handbook made after the annual publication date will be considered in effect and will be on file in the Office of the Provost and posted electronically on the APU website and in Community Folders on Google Drive.

Faculty members who have questions regarding this handbook are encouraged to consult with their Department Chair, the Dean of their school/college, the Provost, the Faculty Moderator, or other appropriate administrative officers.

Azusa Pacific University Faculty Handbook

Section 2.1 • Board of Trustees and University Administration

Most Recent Policy Revision: March 2013

The Role of the Board of Trustees

Designated as the “keepers of the university mission”, the Board of Trustees provides clarity and direction to the president and administration. In order to ensure macro-level perspective on the vision and goals of the university, the full board meets three times per year and performs their work in select committees. This committee work enables each board member to fully engage in dialogue and provide the needed perspective on the goals of the university.

The Board of Trustees meets physically three times in a calendar year (January, May and September). The trustees consider any proposal from the administration for edits or changes to the Mission, Vision and Values of the university (the "University's Identity") in the May annual general meeting. This ratification of identity and strategic priorities is the annual opportunity for the administration or the trustees to review formally the university mission, vision, values and strategic priorities. This review informs processes within the Annual Planning Cycle (Appendix 1) where the strategic priorities are translated into the institutional planning events.

The Role of the Office of the President

In order to ensure strategic prioritization, the Office of the President provides an initial filter on new university initiatives and competing priorities. Academic and non-academic initiatives are brought forward via the Academic Cabinet (AC) and by members of the President’s Council to the president for review at the administrative level. This filter evaluates new initiatives against strategic priorities and university vision. Data, critical decisions, and operationalization of priorities are integrated into the university priorities through the Office of the President. Once vetted, strategic communication, measurements, and prioritization of initiatives are operationalized within the normal work system, sustaining new efforts within the university.

Central to the Office of the President is the group comprised of the president and the three individuals who report directly to him (the provost and two executive vice presidents), commonly called the President’s Direct Reports (PDR). The PDR meets weekly to coordinate the functions of their areas and to ensure a common understanding of the university vision and direction. The four strategic priorities have each been assigned to a member of the PDR for oversight: People (president), Academic Reputation (provost), Mission (executive vice president), and Financial Excellence (executive vice president). Corporately, the group oversees the entire strategic planning process and university operations to align with the vision.

The Role of the President’s Council

The President's Council, the advisory council to the president consists primarily of members of the Office of the President and the Academic Cabinet. Monthly this council meets to discuss university-wide issues or direction in supporting the President in the leadership of the university. This council meets for an extended time annually for strategic priority discussions and direction in late May/early June of each year and in late August. At these times the strategic priorities and direction from the May Board of Trustees meeting are considered, informing the Annual

Planning Cycle. Specific outcomes are: (1) Clarity on the strategic initiatives and focus of the university, and the implications for the upcoming academic and financial year, (2) Alignment and if appropriate integration with the Academic vision, goals, and objectives, (3) Updated comprehensive 3-year plan, and (4) discuss operational leadership for collating the strategic priorities and objectives.

The Role of the Administrative Cabinet (TAC)

The cabinet assists the university in making timely, informed, and involved decisions while being supportive of the mission, purpose, and strategic priorities of the university. This includes, but is not be limited to the following:

- Review and make recommendations to Operations Committee on all new non-academic initiatives. Review new academic initiatives that impact operational unit budgets.
- Prepare the annual operating budget that is recommended to the President for approval.
- Space management strategy and operational plan that can be shared and coordinated with all constituents that meet the current needs of the university. This will include prioritizing medium and long term space needs.
- Review and approve changes to the employee handbook that are non-fiscal and policy related.
- Implement decisions made at the administrative cabinet level.
- Provide feedback to the Office of the President regarding operational impact and communication considerations for pending or probable mission-critical decisions.
- Assist the university with recommendations that impact the overall community.
- Support the university's commitment to communication by informing staff within participants' span of care throughout the organization.
- Identify issues that need to be resolved that have a global impact on the university and make recommendations that advance the university's mission or promote its business objectives and move them forward to the Office of the President.

TAC members function not as representatives of specific interest groups, but as a team committed to the successful future of the university in its infrastructure and business processes. The cabinet is chaired by the CFO. The chair calls meetings and manages the process and impact of the cabinet. Decisions and recommendations outside the cabinet's responsibility are made to the Office of the President for approval prior to implementation and communication.

The Role of the Operations Committee

The primary role of operations committee (OPS) is to support the university's operations by providing resources from the contingency funds for non-budgeted operating funds requested in the current fiscal year. This is a decision-making committee that meets monthly. Academic requests are submitted to OPS from the Office of Curricular Support after approval by the Academic Cabinet. The entire Program or Initiative (PIP) form (Form F) is submitted to OPS. In addition if personnel positions are being requested, an Operations Request Form (Form C) is also submitted. Non-academic requests are submitted to OPS from the TAC for approval.

Non-planned and urgent financial decisions are made with the following four guidelines in their decision-making processes:

- New initiatives/programs should generally demonstrate a three year revenue neutral budget utilizing a 40% indirect cost rate.

- New initiatives/programs must demonstrate congruence with mission, values and be student centric as a first filter for the initiative to be considered.
- A new initiative/program must be recommended by Academic Cabinet for academic programs.
- The Office of the President is the final approval for Operations Committee decisions over a threshold of \$50,000.

Academics

The Role of the Provost

As the individual responsible for all activities related to the academic enterprise of the University, the provost oversees and monitors all academic programs, teaching, and research. This overall review and supervision is carried out through a) interaction with (and periodic review of) the deans of each school, b) working with faculty directly through various committees and groups, and c) representing the University to the external community of interest in matters relating to the academic enterprise.

The provost provides strategic academic vision for the university, as well as oversees all academic matters including hiring new faculty, working with Academic Cabinet and faculty to develop new programs and setting academic policy.

The Role of the Academic Cabinet

The Academic Cabinet, chaired by the provost, is comprised of the deans of the schools and colleges, the vice provosts, the vice president for graduate/non-traditional enrollment and student services, the vice president for enrollment management, the associate provost for the Center for Teaching, Learning & Assessment and the accreditation liaison officer. The Academic Cabinet engages in strategic planning concerning the academic issues of the university. This includes planning for new programs and coordination of the academic elements of the university vision. The Academic Cabinet is the academic governing body that reviews and approves all new academic initiatives and new program proposals, moving a program to a new site, creating a new international site or regional center, name changes to a program, converting a face-to-face program to a new distance education program or correspondence education program and developing new dual or joint degree programs.

Azusa Pacific University Faculty Handbook

Section 2.2 • Structure of Schools and Colleges

Most Recent Policy Revision March 2014

Academic Structure

The academic structure of the University results in schools and colleges each headed by a Dean as follows:

1. College of Liberal Arts and Sciences (CLAS)
 - a. Department of Biology and Chemistry
 - b. Department of Communication Studies
 - c. Department of Computer Science
 - d. Department of English
 - e. Department of Global Studies/Sociology/ and TESOL
 - f. Department of History and Political Science
 - g. Department of Mathematics and Physics
 - h. Department of Modern Languages
 - i. Department of Psychology
 - j. Humanities Program
 - k. Liberal Studies/Undergraduate Education K-8 Program
2. College of Music and the Arts (CMA)
 - a. School of Music
 - b. School of Visual and Performing Arts
 - 1) Department of Cinematic Arts
 - 2) Department of Theater Arts
3. Honors College
4. School of Behavioral and Applied Sciences (BAS)

- a. Department of Higher Education
 - b. Department of Leadership & Organizational Psychology
 - c. Department of Exercise and Sport Science
 - d. Department of Graduate Psychology
 - e. Department of Physical Therapy
 - f. Department of Social Work
 - 1) Bachelor of Social Work
 - 2) Master of Social Work
5. School of Business and Management (SOBM)
- a. Department of Undergraduate Studies in Business
 - b. Department of Graduate Studies in Business
 - c. School of Accounting
6. School of Education (SOE)
- a. Department of Advanced Studies in Education
 - b. Department of School Counseling and School Psychology
 - c. Department of Doctoral Studies in Education
 - d. Department of Special Education
 - e. Department of Teacher Education
7. School of Nursing (SON)
- a. Department of Undergraduate Studies
 - b. Department of Accelerated RN to BSN
 - c. Department of Entry Level Masters
 - d. Department of Masters Studies
 - e. Department of Doctoral Studies

8. School of Theology (SOT)

a. Undergraduate Departments

- 1) Department of Biblical and Religious Studies
- 2) Department of Christian Ministries
- 3) Department of Theology and Philosophy

b. Azusa Pacific Seminary

- 1) Department of Biblical Studies
- 2) Department of Ministry
- 3) Department of Theology and Ethics

Azusa Pacific University Faculty Handbook

Section 2.3 • Dean Duties and Responsibilities

Most Recent Policy Revision: March 2014

1. Definition

- a. A dean is the academic administrator of a school or college.

2. Appointment

- a. Deans shall be appointed by the Provost after consultation with the President of the University.
- b. A dean's appointment may be ended per the contracted agreement.

3. Duties and Responsibilities

- a. Report to the Provost, fulfilling assignments, providing reports and documents upon request, and participating in one-on-one meetings.
- b. Responsible for the functioning of all aspects of the school or college.
- c. Responsible for upholding and maintaining the institutional values of the university and ensuring faith integration in the school or college's majors, minors, and programs.
- d. Responsible for developing a strategic plan and annual goals consistent with the university strategic process.
 - 1) Be aware of academic trends in the discipline(s) of the school or college and assess their applicability to APU in light of its mission and goals.
 - 2) Identify opportunities and threats related to majors or programs.
 - 3) Create a summary of implications for the school or college.
 - 4) Build analyses into a strategic plan and annual goals that integrate with university plans and goals.
- e. Department Chairs and Program Directors
 - 1) Appoint department chairs and program directors after consultation with department faculty and approval from the Provost.
 - 2) Conduct regular meetings with each chair and program director and with the council of chairs in the school or college to mentor and oversee their leadership.
 - 3) Conduct annual evaluations of department chairs and program directors.

f. Programs

- 1) Responsible for overall quality of all academic programs.
- 2) Contribute to the development and/or refinement of new or existing curriculum.
- 3) Oversee program review and program self-study processes.
- 4) Oversee the initiation of new undergraduate majors or minors and graduate programs through the Academic Cabinet strategic process.
- 5) Oversee regional and professional accreditation relevant to any or all programs in the school or college.

g. Fiscal Responsibility

- 1) Oversee program, department, and school or college budget planning, preparation, and budget management to ensure adherence to established budgets.
- 2) Conduct periodic fiscal review of all school or college program budgets to ensure fiscal responsibility.
- 3) Collaborate with undergraduate enrollment management to fulfill the undergraduate course needs of the university; prepare proposals for additional faculty and resources needed to meet projected enrollment.
- 4) Prepare graduate enrollment projections for all graduate programs in the school or college in conjunction with the Associate Vice President for Academic Enrollment; prepare proposals for additional resources needed to meet projected enrollment.
- 5) Responsible for managing the fulfillment of graduate enrollment projections.

h. School or College Faculty

- 1) Create an atmosphere conducive to positive faculty morale.
- 2) Oversee creation of annual workload assignments in conjunction with department chairs and submit to the Office of the Provost by established deadlines.
- 3) Oversee faculty development in conjunction with the Office of Faculty Development in the Center for Teaching, Learning, and Assessment.
- 4) Conduct or oversee annual meetings with individual faculty members as specified in the Faculty Evaluation System in conjunction with department chairs.
- 5) Complete evaluation documents as specified in the Faculty Evaluation System and make recommendations to the provost for retention, promotion, and extended contracts.
- 6) Chair meetings of the school or college faculty.

- 7) Review and approve faculty sabbatical applications and replacement plans.
 - 8) Upon vacancy of an existing faculty position or approval of a new position, initiate and oversee the faculty recruitment process, making a recommendation for hire to the provost.
 - 9) Oversee the hiring of adjunct faculty in accordance with university policy.
 - 10) The faculty of record has the responsibility and right to determine students' grades based on professional judgment. In rare circumstances (e.g., as the result of a successful student appeal), a dean may change a students' grade administratively.
- i. University Leadership
- 1) Demonstrate effective working relations with the president, provost, and the Office of the President.
 - 2) Participate actively and effectively in the Academic Cabinet and President's Council.
 - 3) Represent the school or college and the university to internal and external groups or organizations.
 - 4) Collaborate with University Advancement in engaging donors and fund raising.
- j. Miscellaneous
- 1) Supervise Associate Dean(s).
 - 2) Oversee staff recruitment, retention, performance, and morale.
 - 3) Oversee equipment and space in interaction with appropriate university committees and designated personnel.
 - 4) Assist in student recruitment.
 - 5) Assist in alumni activities and relations.
 - 6) Develop academic publicity in collaboration with the Office of University Relations.
 - 7) Fulfill other duties and responsibilities as assigned.

4. Evaluation

- a. Deans will be evaluated on a regular basis as determined by the provost.

Azusa Pacific University Faculty Handbook

Section 2.4 • Associate Dean Duties and Responsibilities

Most Recent Policy Revision March 2013

1. Definition

- a. An Associate Dean is a fulltime faculty member who serves to support the Dean of a college or school.

2. Appointment

- a. After consultation with the Provost, the Dean of each school/college will appoint Associate Dean(s) annually for a one-year term.
- b. Each Associate Dean will be provided a specific job description, including a workload assignment, as part of the initial appointment and at the Annual Performance Review with the Dean.
- c. An Associate Dean may or may not be reappointed, and any Associate Dean's administrative appointment may be discontinued at any time.

3 Duties and Responsibilities

- a. Report to, and be accountable to, the dean of the school/college in which the Associate Dean resides.
- b. Provide leadership to foster effective teaching, scholarship and service within the college/school.
- c. Assist the Dean in fulfillment of his/her duties as described in the Faculty Handbook.
- d. Participate in all scheduled meetings expected of the Associate Dean, including Associate Dean's Advisory Council and other meetings scheduled by the School and University.
- e. Participate in ongoing training and development related to the role of Associate Dean.
- f. Other duties as assigned by the Dean.

4. Evaluation

- a. Associate Deans are reviewed annually by the Dean regarding their duties and responsibilities as Associate Dean in accordance with university and school or college processes.

Azusa Pacific University Faculty Handbook

Section 2.5 • Department Chair Duties and Responsibilities

Most Recent Policy Revision: March 2014

1. Definition

- b. A Chair is a fulltime faculty member who functions as the chief representative and administrator of a department or an academic program and who reports to an academic dean or to an appropriate administrative officer.

2. Appointment

- a. After consultation with the Provost, the Dean of each school/college will appoint Department Chair(s) annually for a one-year term based on qualifications needed for the duties and responsibilities described below.
- b. A Department Chair may or may not be reappointed, and any Department Chair's administrative appointment may be discontinued at any time without affecting his or her faculty appointment.

3 Duties and Responsibilities

- a. Report to, and be accountable to, the Dean of the school/college in which the department resides.
- b. Serve as a collaborative member of the Dean's leadership group within the particular school or college. Model and encourage mutual respect and collegiality.
- c. Provide leadership to foster effective teaching and scholarship within the department.
- d. Maintain responsibility for faculty recruitment and development, including adjunct faculty, and managing employment needs in relation to teaching needs.
- e. Make recommendations to the Dean of the school/college regarding appointment, promotion, term tenure, or termination of faculty and other personnel within the department.
- f. Initiate annual conversations with department faculty about student learning, and, when necessary, coordinate the evaluation, revision, and improvement of curriculum based on annual assessment of Student Learning Objectives as part of ongoing Program Review.
- g. Ensure syllabi for programs are current and follow University guidelines (See Section 5.1) and that appropriate curricular process is followed for all curricular proposals, delegating as appropriate to Program Directors in departments with multiple, distinct professional programs.

- h. Assist in budget preparation and management for the department, ensuring programs operate within the departmental budget(s).
- i. Develop workloads, course schedules and offerings, faculty assignments, and ensure appropriate office hours.
- j. Review and approve faculty sabbatical applications and the department's plan to support replacement needs for the faculty's workload assignments.
- k. Foster effective student advising and the maintenance of advisement files.
- l. Assist, as appropriate, in student recruitment and retention.
- m. Conduct regular meetings of the department.
- n. Engage in a process of annual performance review of departmental faculty as defined by the Faculty Evaluation System, providing clear and consistent feedback to faculty on their performance. Ensure adherence to the FES process, including the annual goal-setting and evaluation of each faculty member. Ensure faculty participation in the FES process.
- o. Facilitate staff recruitment, staff evaluation, and staff professional growth.
- p. Lead department faculty in the development of a department vision and promote collaboration among faculty toward accomplishment of the vision. Facilitate department development of annual goals and objectives in the university strategic planning process.
- q. Manage program growth, as appropriate, in accordance with the University growth plan.
- r. Lead the collaborative department process to determine, propose, implement, evaluate and revise acceptable scholarship standards for the program or department.
- s. Participate in all scheduled meetings expected of the Chair, including Chair's Advisory Council and other meetings scheduled by the School and University.
- t. Participate in ongoing training and development related to the role of Chair.
- u. Facilitate resolution of disputes between faculty, staff, administration, students, and parents.
- v. Implement department and university policies with regard to students including managing prerequisites, permissions, petitions and transfer inquiries.
- w. In consultation with the Dean, collaborate with university departments.
- x. Other duties as assigned by the Dean

4. Evaluation

- a. Department Chairs are reviewed annually by the dean regarding their duties and responsibilities as Chair in accordance with university and school or college processes. In addition, Department Chairs participate in the Faculty Evaluation System as defined in Section 7 of this Handbook.

Azusa Pacific University Faculty Handbook

Section 2.6 • Faculty Member Duties and Responsibilities

Most Recent Policy Revision7: March 2014

1. Definition

- a. Full-time faculty are individuals employed by the university to provide instruction to students or to fulfill their individual job description as administrative or coaching faculty. Faculty members may hold rank of instructor, assistant professor, associate professor, professor, administrative faculty, or coaching faculty.

2. Appointment

- a. Faculty are appointed as full-time, part-time or adjunct:
- b. Full-time faculty receive a salary for accomplishing the job, which may normally take approximately 40–50 hours per week, but may take more hours as needed. Such employees include workers who are defined by state and federal law as exempt executives, professionals, or administrators.
- c. Part-time faculty are individuals employed by the university at a less than full load of units to provide instruction to students. For load levels, see the *Adjunct Faculty Handbook*. The salary is received for accomplishing the job, which may normally take approximately less than 30 hours per week.
- d. Adjunct faculty are individuals employed by the university to provide a limited number of units of instruction to students and are temporary employees but are not members of the faculty as noted in Section 9.2. (see *Employee Handbook* Section 3.5 and the *Adjunct Faculty Handbook* for details related to adjuncts).
- e. Administrative faculty are defined in Section 2.7
- f. Coaching faculty are defined in Section 2.8
- g. The appointment of a faculty member is subject to the following:
 - 1) Compliance with all policies and regulations of the university and/or the Board of Trustees;
 - 2) Compliance with all standards and expectations for members of the faculty as outlined in the university's Faculty Handbook and Employee Handbook or otherwise set by the university and your school;
 - 3) Loyalty to the University and its mission;
 - 4) Efficient performance of duties;
 - 5) Worthy and exemplary conduct;

3. Expectations

- a. All faculty of Azusa Pacific University are expected to maintain the highest level of professional and personal standards. It is expected that each faculty will approach their responsibilities with purpose, commitment, and a Christ-like attitude of service and care.
- b. Faculty must adhere to all academic policies posted in the undergraduate, professional and graduate catalogs. Example of policies in the catalog that directly impact classroom management include, but are not limited to:
 - Attendance regulations
 - Add/Drop policy
 - Withdrawal Policy
- c. The following are general expectations of all employees regardless of classification:
 - 1) Uphold the university's vision and policies and enhance its educational purpose and ministry
 - 2) Protect university property
 - 3) Strive to be healthy in mind, body, and spirit
 - 4) Obey the law and practice good citizenship both on and off campus
 - 5) Promote economy and prevent waste
 - 6) Abstain from the use of illegal drugs, alcohol, and tobacco on campus and any university properties
 - 7) Efficient performance of duties
 - 8) Attend the annual Fall Faculty Workshop and other required faculty workshops
 - 9) Attend university faculty meetings and school/college and departmental faculty meetings and activities
 - 10) Attend the annual Spiritual Refocus Day and community meetings as the faculty member's schedule permits
 - 11) Engage in service to the university and the community

4. Unity and Loyalty

- a. Each faculty member should be careful to maintain a professional stance necessary for contributing to a spirit of unity within the institution.

- 1) Matters which have the potential for creating dissent should be treated with the utmost caution.
- 2) Care should be exercised to confine confidential, professional issues to faculty circles.
- 3) Faculty should be supportive of the goals and vision of Azusa Pacific University.

5. Duties and Responsibilities

- a. APU teaching faculty members engage in many diverse and important activities associated with their particular professional role within the university. Not all professional responsibilities agreed upon by faculty and their Chair/Dean may necessarily be evaluated toward contract renewal and/or promotion. Professional responsibilities may include but are not limited to:
 - 1) Execution of the Workload Schedule for fulltime faculty approved by the Dean of your school. The Workload Schedule is subject to modification at any time in the university's discretion.
 - 2) Instruct, advise, and mentor students as appropriate.
 - 3) Maintain weekly, regularly scheduled posted office hours.
 - 4) Fairly evaluate students' learning.
 - 5) Assist with student recruitment, advising, and retention, as appropriate.
 - 6) Model a habit of lifelong learning.
 - 7) Maintain currency in one's discipline.
 - 8) Pursue advanced degrees as appropriate.
 - 9) Conduct research and other scholarly endeavors and disseminate as appropriate.
 - 10) Participate in council/committee work.
 - 11) Attend professional meetings associated with the discipline.
 - 12) Attend Convocation, Common Day of Learning and two Commencement ceremonies a year.
 - 13) Attend community meetings as the faculty member's schedule permits.
 - 14) Assume other responsibilities as mutually agreed upon between the faculty member and the Chair or Dean.

6. Spiritual Life

- a. It is expected that the faculty member affirm, support and sustain APU's Mission Statement, the Statement of Faith, Our Motto, the Four Cornerstones, and the

Essence Statement, which form the foundation upon which are built APU's identity statements of the institution as an evangelical Christian university. Faculty members who no longer subscribe to the Statement of Faith are expected to resign from the university.

- b. Emphasis is given to the spiritual life of the individual faculty members of Azusa Pacific University. It is expected that the faculty will be role models of mature, Christian character.
- c. Faculty members are expected to attend the annual Spiritual Refocus Day as their schedule permits.
- d. Faculty members are expected to be actively involved in a church community.

7. Evaluation

- a. Faculty Promotion and Evaluation is presented in Section 7 of this handbook

Azusa Pacific University Faculty Handbook

Section 2.7 • Administrative Faculty Duties and Responsibilities

Most Recent Policy Revision: March 2013

1. Definition:

- a. An administrative faculty member is an APU employee who meets all of the following qualifying conditions:
 - 1) Supervises an academic-related program or service, academic unit, or at the university level under the Provost's direct or indirect supervision;
 - 2) By contract engages 75% or more in administrative duties (other than teaching, research, clinical supervision, or similar faculty-related activities);
 - 3) Possesses faculty status/rank earned prior to assuming her/his present administrative duties (Administrative Faculty with rank), OR possesses academic credentials equivalent to what is required for a regular faculty appointment (Administrative Faculty without rank).
- b. In addition, in some cases, a position may be classified as an administrative faculty position; APU employees in such a position are administrative faculty. Librarians, associate deans, department chairs, and academic program directors are not administrative faculty unless expressly designated as such by their supervisor with approval from the Provost. Deans and other senior academic administrators fall into a category of "administrators with faculty status" and are not administrative faculty.
- c. Administrative faculty have a separate pay scale.

2. Appointment

- a. Only the Provost may approve A) classifying a position as being an administrative faculty position and/or B) appointing a person who will assume administrative faculty status at the approved academic rank when said individual does not hold an equivalent or higher faculty rank prior to assuming the position.
- b.. Promotion in rank is not possible while serving as an administrative faculty member; administrative faculty are not eligible for initial faculty rank.
- c. A member of the APU faculty who accepts an administrative faculty role and already possesses an extended contract may retain said contract until it expires. The years remaining on an extended contract will be counted down for service as an administrative faculty. Unless they already possess an extended contract at the time of hire, administrative faculty are not eligible for extended contracts.
- d. If an APU faculty member accepts a position with administrative faculty status from a current APU faculty position and then for whatever reasons wishes to return to teaching (at the same faculty rank) everything possible is done to facilitate the move, but an immediate move is not guaranteed. Likewise, administrative faculty returning to standard

faculty contracts with CFEP evaluation are eligible to apply for an extended faculty contract at the level held prior to appointment as an administrative faculty.

- e. Administrative faculty follow the guidelines of the APU Faculty Handbook with regard to vacation, holidays, sick leave, and other benefits.
- f. In addition, administrative faculty members participate in all university-wide holidays, but normally do not observe student-oriented breaks (e.g., term breaks, extended Christmas break, Spring (Easter) Break, study days, Common Day of Learning, etc.). However, exceptions to this general rule are negotiable between the administrative faculty member and whomever she/he reports to directly.

3. Duties and Responsibilities

- a. Report to, and be responsible to, the chief administrator of the school/college/department/program in which the administrative faculty works..
- b. Fulfill responsibilities and duties as delineated in their individual job description and kept on file with the Director of Faculty Employment and Communication.
- c. Administrative faculty have the right, responsibility, and privilege of participating in faculty governance as voting members, as permitted by the supervisor.
- d. Administrative faculty are not eligible for sabbaticals, except under extenuating circumstances. Requests for exceptions will be reviewed by the Academic Cabinet and finalized by the Provost.

4. Evaluation

- a. Administrative faculty are evaluated annually.
- b. A sample administrative faculty evaluation instrument is available for review from the Office of the Provost, Director of Faculty Employment and Communication.
- c. The completed evaluation should be sent to the Director of Faculty Employment and Communication. A copy of the appraisal will be kept in the Supervisor's files.

Azusa Pacific University Faculty Handbook

Section 2.8 • Coaching Faculty Duties and Responsibilities

Policy Originated and Approved: March 2014

1. Definition

- a. A coaching faculty member is an employee of the university who instructs or assists in instructing a university-sponsored, intercollegiate sports team for 75% or more of their role

2. Appointment

- a. Coaching faculty are appointed employees who are defined by state and federal law as exempt executives, professionals, or administrators
- b. Contracts are annual. Coaching faculty are not expected to teach classes for more than 25% of their contract.
- c. Coaching faculty do not hold rank, nor are they eligible for rank promotion or sabbaticals.
- d. Coaching faculty report to their immediate supervisor, the Athletic Director of the university, and are ultimately accountable to the dean of the School of Behavioral and Applied Sciences and the Provost.

3. Expectations

- a. Coaching faculty are expected to adhere to all standards in the *Employee Handbook*. Coaching faculty are not covered by the *Faculty Handbook*.

4. Duties and Responsibilities

- a. Teaching responsibilities vary based on academic qualifications of the individual and department needs. They are not expected to meet faculty requirements for scholarship. Professional responsibilities may include but are not limited to:
 - 1) Instruct, advise, and mentor students as appropriate.
 - 2) Maintain weekly, regularly scheduled posted office hours.
 - 3) Fairly evaluate students' learning.
 - 4) Assist with student recruitment, advising, and retention, as appropriate.
 - 5) Attend university faculty meetings and school/college and departmental faculty meetings and activities.
 - 6) Attend the annual Fall Faculty Workshop and two commencements a year.

- 7) Coaching faculty follow the guidelines of the *APU Employee Handbook* with regard to vacation, holidays, sick leave, and other benefits.
- 8) Assume other responsibilities as mutually agreed upon between the faculty member and the Chair or Dean.

5. Spiritual Life

- a. It is expected that the faculty member affirm, support and sustain APU's Mission Statement, the Statement of Faith, Our Motto, the Four Cornerstones, and the Essence Statement, which form the foundation upon which are built APU's identity statements of the institution as an evangelical Christian university. Faculty members who no longer subscribe to the Statement of Faith are expected to resign from the university.
- b. Emphasis is given to the spiritual life of the individual faculty members of Azusa Pacific University. It is expected that the faculty will be role models of mature, Christian character.
- c. Faculty members are expected to attend the annual Spiritual Refocus Day as their schedule permits.
- d. Faculty members are expected to be actively involved in a church community.

6. Evaluation

- a. Coaching faculty do not participate in the Faculty Evaluation System.
- b. Coaching faculty are reviewed annually by the Athletic Director of the university.
- c. IDEA evaluation of all courses are expected

Azusa Pacific University Faculty Handbook

Section 3.1 • Fulltime Faculty Recruitment and Appointment

Most Recent Policy Revision: March 2014

1. Recruitment

Vacated Positions

Requests to hire new full-time faculty for vacated positions shall be submitted in writing with appropriate justification by the Dean to the Director of Faculty Employment and Communication in the Office of the Provost. (For complete guidelines and instructions visit the APU Web page <http://www.apu.edu/humanresources/forms/>.)

New Positions

Requests for new full-time faculty positions shall be submitted in writing with appropriate justification by the Dean to the Director of Faculty Employment and Communication in the Office of the Provost.

Recruitment Process

When approvals are granted by the Office of the Provost to conduct searches, the recruitment process shall be a cooperative effort by the faculty, Chairs, and Deans of the respective departments along with the Office of the Provost. Normally, the search committee will be chaired by the Chair of the relevant department, and will include one person from the relevant department chosen by the respective Dean, two persons chosen by the faculty of the relevant department (one from their own group and one from another department, and the relevant Dean as an ex-officio member.

The search committee will be responsible to prepare a Position Description which describes the position to be filled including essential functions and secondary duties, and enumerates the qualifications that candidates must possess to assume that position. The search committee will work with the Office of the Provost to advertise the position appropriately. All applicants must complete an online application. A Record of Announcements and Inquiries Form should be completed for each search which is conducted. The committee should form a check list of criteria for its own use by which all applicants will be evaluated and the list should include those criteria most likely to predict success at Azusa Pacific University. .

References should be contacted by phone. The conversation should be guided by the checklist of criteria and other information the reference wishes to give. Communication related to each applicant should be documented on a Procedural Information Form for each applicant.

After evaluating all applications and conducting phone interviews with the most promising applicants, the committee shall recommend one final candidate to the Provost to be invited for a campus visit and interview with faculty within the department, the Department Chair, the Dean, and the Provost and President. All phases of the hiring process will be appropriately documented.

2. Interview Process

The Department Chair will be responsible to develop the schedule of activities for the campus visit and serve as host/hostess to the applicants during their stay.

The interview schedule should include time for candidates to be with students, faculty, and the Chair of the department where the opening exists, as well as the Dean, the Provost, and the President of the University. Each person participating in the interview process will be asked to complete a Confidential Evaluation Form.

All final interviews are to be conducted by the Office of the President and Office of the Provost. The Dean's recommendation should be included in the completed Faculty Interview Worksheet (along with original official transcripts) and submitted with the final candidate's other application materials to both the President's Office and the Office of the Provost.

3. Appointment

Offers of appointment to the faculty shall be issued by the President and Provost in writing and shall include information about rank, salary, prerequisites, and other conditions and contingencies of employment.

After a position is filled, all applicants will be informed by the Office of the Provost. The file containing original documents of the person hired should go to the Office of the Provost.

Azusa Pacific University Faculty Handbook

Section 3.2 • Faculty Moving

Most Recent Policy Revision: March 2013

- A. The University will reimburse full-time faculty for approved moving expenses as follows:
 - 1. \$3,000-\$8,500 depending on where the faculty member is geographically located.
- B. To be eligible for moving expense reimbursement, the faculty member must meet the following conditions:
 - 1. Must be a new full-time employee of the institution.
 - 2. Must be relocating at least 75 miles to work at the newly assigned APU campus.
- C. In accepting reimbursement for moving, the faculty member agrees to remain in full-time employment for a period of at least two-years. In the event that he/she does not stay for two-years, he/she agrees to repay the entire amount to the University. The expense reimbursement form, available from the Office of the Provost or on the APU Web site, identifies eligible expenditures.
- D. As long as the cost is under the total dollars allocated for the move and are allowable expenses, the faculty member may take up to one year from their original contract start date to move their belongings.
- E. It is suggested that the faculty member get professional tax advice to determine the actual tax implications with regard to moving expenses and reimbursements.

Azusa Pacific University Faculty Handbook

Section 3.3 • Faculty Contract Information

Most Recent Policy Revision: March 2013

A. The Faculty Contract System

1. Description

In 1984 the Board of Trustees of Azusa Pacific University adopted a Flexible Contract System for the faculty. Contracts may be offered for one, three, or five years. Those for three- years are called “extended contracts.” Those for five-years are called “term tenure.”

A yearly contract is called a “Notice of Appointment.” This document states the terms and conditions of employment. Faculty may receive one-year, one-year-conditional, 3-year extended, or 5-year term tenure contract.

Persons approved for extended contracts will receive a “Notice of Appointment” yearly for the approved term.

The terms of an extended/term tenure contract bind the University to continue employment for the term of the contract (three to five years), except for cause as described under “Termination of an Appointment” (see Section 4.3), and/or in the event that a major or program is discontinued, an extended/term tenure contract is subject to non-renewal.. Faculty members, however, retain a yearly option to discontinue their service to the University by giving timely notice.

Renewal of a yearly or an extended/term tenure contract is contingent upon satisfactory fulfillment of the standards set forth in the Faculty Handbook, including, but not limited to, the Faculty Evaluation System (FES) described in Section 7.

B. Salary Information

1. Payroll

The payment of all full-time contracts, whether for a full year or an academic year, is distributed evenly over twenty-four semi-monthly payments, commencing with the effective starting date of the contract. Any questions related to rank and salary should be directed to the Provost. Any questions concerning gross pay, deductions, or net pay should be directed to the Business Office.

2. Contract Periods

The fiscal year for the University is from July 1 to June 30. The academic calendar year (and most faculty contracts) begin August 16th of each year. Contract lengths vary by role and assignment.

3. Issuance of Contracts

Full-time contracts are issued in the spring on April 1. If the contract needs to be mailed to a Regional Center or off-campus location, the contract will be postmarked April 1. If April 1 falls on a weekend, the contracts will be issued on the first working day following April 1. They are issued through the Office of the Provost and should be returned by the date specified on the contract if the faculty member desires to continue employment.

At the time of contract renewal, if a faculty member is under any form of employee investigation, he/she will not be given a contract renewal prior to the successful conclusion of the investigation.

4. Salary Schedule

All faculty salaries are determined by the University's salary schedule. (Please refer to the Section 3.9. and Section 3.10)

Azusa Pacific University Faculty Handbook

Section 3.4 • Workload

Most Recent Policy Revision: March 2014

A. Introduction

A full-time faculty contract establishes APU as the primary place of employment for the faculty member and assures that University-related responsibilities will require the major portion of the faculty member's professional effort. Full-time undergraduate faculty teaching on the traditional classroom schedule are expected to be available to teach during the day schedule, 7:30 am to 5 pm, Monday through Friday. Full-time graduate faculty are expected to be available for teaching based on the class schedule in their discipline. Faculty may be assigned to teach courses in alternative formats and at the APU Regional Centers.

B. Workload Units

Through negotiation with the Department Chair and Dean, a workload is established and evaluated. A faculty member's workload for the following academic year should normally be established by August 31 of the contract year. Workload units may vary based on the length of the faculty contract as follows:

9 month contract:	24 units
10 month contract:	27 units
11 month contract:	29 units
12 month contract:	32 units

Units are traditionally assigned to classroom activities but may also be assigned to duties that do not fit into the traditional classroom situation.

Equivalencies are established for certain kinds of teaching and non-teaching assignments that do not fit into the normal classroom situation. This includes private lessons, coaching, laboratory assignments, student teaching, supervision, clinical supervision, directing musical groups, etc. It is generally expected that 1 unit of non-teaching load is equivalent to three hours of work per week for a fifteen week term.

C. Exceptions to Contracted Workload Units

1. It is possible for full-time faculty to secure a reduction in workload under special circumstances. A written request for reduction in load may be made in writing to the person's Department Chair and Dean with a copy of the request being sent to the Provost. All such requests are subject to the approval of the Dean and Provost. These requests should be submitted at the earliest possible date to allow adequate time for schedule adjustments.
2. Faculty members may be assigned to teach beyond their contractual obligations for additional compensation. They may be assigned (with their consent and the permission of their Department Chair) to duties comprising no more than six units per semester of

overload assignment, and no more than 18 units per academic year. Any exception to this practice is subject to the corporate approval of the Department Chair, Dean of the school/college, and the Provost.

D. Employment Outside the University

1. University Obligations

Employment outside the University must not interfere with the professor's obligations or reduce the performance at Azusa Pacific University. If service to Azusa Pacific University or faculty performance is evaluated as less than satisfactory by the University Dean or Department Chair, the faculty member may be required to discontinue outside employment or commitments.

2. Education Assistance Program Participation

- a. Participation in the Educational Assistance Program must not interfere with the professor's obligations or reduce the performance at Azusa Pacific University. If service to Azusa Pacific University or faculty employment is evaluated as less than satisfactory by the Dean in consultation with the Department Chair, the faculty member may be required to discontinue outside employment or commitments and could result in cancellation of the Education Assistance Program from that point forward.

Azusa Pacific University Faculty Handbook

Section 3.5 • Vacation Period

Most Recent Policy Revision: March 2013

- A. Full-time faculty members who are employed on a twelve-month basis are eligible for vacation periods as follows:

<u>Years of Service</u>	<u>No. of Vacation Weeks Per Year</u>
Less than 1 year to 4 years	2 weeks of vacation
5 through 8 years	3 weeks of vacation
9 years or more	4 weeks of vacation

The annual allotment of vacation time will be granted on the date the contract begins, based on the eligibility breakdown above.

It is the responsibility of the faculty member to obtain approval of requested time off from their supervisor. Absence reports must be filed with the faculty member's Dean or appropriate Provost's Staff member.

- B. Vacation leave may be accrued to a maximum of twice the yearly allotment. Note: In such a case, no vacation time will be earned for the contract year in which the employee's vacation leave was at the maximum.
- C. Twelve-month faculty members who are engaged in administrative duties that involve them in campus responsibilities during the staff Christmas and Mid-Semester vacation days may be eligible for extended summer vacation periods.
- D. Because vacation is granted annually (not accrued monthly), employees are urged to take vacation time during the contract year in which it is allocated.

Azusa Pacific University Faculty Handbook

Section 3.6 • Leaves of Absence

Most Recent Policy Revision: March 2014

Leaves of Absence Without Pay

A leave of absence without pay may be granted to any faculty member by the action of administration. This type of leave will be granted for purposes of additional study, teaching in another institution, or any purpose that, in the opinion of the Academic Cabinet, justifies the leave. During the absence, a tenured faculty member will retain his/her rank and tenure with the University. A faculty member with an extended contract will retain his/her rank and may continue with that contract if it has not expired. If the contract has expired, the faculty member may apply for a contract of the same duration.

Except in the case of an emergency, it is necessary that a formal application for this leave be submitted at least one semester in advance of the proposed effective date, indicating the reasons for the request. It is also expected that a formal report be made of the use of the leave when applicable. Continuation beyond one-year will be at the discretion of the Provost.

Indefinite Leave

Leaves of absence without pay and with no guarantee of return may be granted when deemed appropriate by the administration. Continuation beyond one-year will be at the discretion of the Provost.

Other Leaves of Absence

For all other leaves of absence, please see the *Employee Handbook*.

Azusa Pacific University Faculty Handbook

Section 3.7 • Retirement Policies and Procedures

Most Recent Policy Revision: March 2013

1. Early Retirement

A faculty member who has ten years of full-time service at APU and is at least 62 years of age and not yet 65 years of age may declare early retirement, and request continuation of monthly medical benefits until the month that the faculty member reaches his/her 65th birthday. If a faculty member's spouse is not 65 at the time the faculty member reaches that age, the spouse is eligible to exercise his/her rights to the COBRA benefits.

2. Partial Retirement

A faculty member who is at least 62 years of age and having worked full time for the university for at least ten years, and desiring to reduce workload to 50%, may request a partial retirement opportunity in writing indicating the proposed workload schedule. The Chairperson and Dean will determine whether such a reduction schedule is in the best interests of the department and school and the faculty member. The contract would be proportionate to the workload. Faculty members electing this partial retirement option would return to annual contracts. Once a partial retirement is approved, the department may request a replacement position, subject to current policy for position replacement (see Hiring Toolkit guidelines on Google Drive). Upon full retirement of the employee, the reduced position will not be replaced.

The partial retirement benefits allow the employee who is at least 62 years of age and not yet 65 to continue receiving group insurance benefits. The retiree pays the employee portion of the monthly premiums and the university continues to pay the employer's portion. Covered benefits include current medical, dental, and vision, as well as basic and supplemental group, spouse, or dependent life insurance. The retiree will retain faculty status (see section 8.2).

Faculty members interested in the partial retirement option should contact their retirement or financial advisor since a reduction in salary may impact future social security payment levels.

3. Replacement

It is incumbent upon the administration to seek and find suitable replacement for all retirees. In the event suitable replacement cannot be found, a one-year contract may be offered retirees on a year-to-year basis.

4. Faculty Emeriti

On official retirement, faculty holding the rank of either associate professor or professor, provided they have attained the age of 60 years and have served a minimum of 20 years of full-time service in higher education, ten of which have been at APU, may receive honorary appointment as Professor Emeritus. This appointment is contingent upon the

recommendation of the Dean or a member of the Provost's Staff. In addition, under extenuating circumstances, other faculty members with a record of extraordinary service can be bestowed the honor of Faculty Emeritus upon the approval of the Provost. This appointment will entitle the retiree to be listed in the University catalogue, to attend faculty meetings (having full voice, but no vote), to retain APU ID card, to order Professor Emeritus business cards, to keep email account, to full use of library services and to participate in all University events. Emeritus status does not entitle the faculty member to insurance benefits.

5. Details Regarding Benefits

a. Tuition Benefit

The single dependent child(ren) of a retired faculty member who was full-time for at least ten years and either tenured or on an extended contract at the time of retirement is eligible for the benefit available to a full-time faculty person's dependent(s) for undergraduate work to be done at APU.

b. Other Benefits

For details regarding other retirement benefits, see the section on Retirement Benefits in the [Employee Handbook](#).

Azusa Pacific University Faculty Handbook

Section 3.8 • Visiting Professor Appointment

Most Recent Policy Revision: March 2013

1. Appointment Description

The appointment of a visiting professor provides the University with a mechanism for recognizing scholarship and an opportunity for exchange within the academic community. These individuals are employed outside the University or are engaged in a nonacademic professional activity. In order to be a visiting professor, one must meet the requirements and accept an honorary yearly appointment with the University. Each appointment would require the approval of the Dean of the respective school and the Provost.

2. Qualifications

Individuals selected as visiting professors must demonstrate the knowledge, skill, and competence in their discipline to enhance available resources within the existing academic community of Azusa Pacific University. A candidate must complete a faculty application for at least a one academic year assignment, exhibit a vital Christian faith, and commit to, and sign, the Statement of Faith, which is a part of the application.

3. Responsibilities (may include)

- a. Consultation services with faculty or students
- b. Supervision, preceptoring, or orientation of students within their place of employment
- c. Assistance with classroom instruction
- d. Participation as committee members or assistance with other faculty or student research projects
- e. Participation in student or faculty seminars and conferences
- f. Participation as a liaison between community and academic resources

4. Benefits

In lieu of monetary compensation, the following benefits may be offered to the visiting professor:

- a. Invitation to participate with voice but nonvoting status in departmental or University meetings and conferences
- b. Receipt of minutes from departmental meetings in which they participated or have an interest
- c. Acknowledgment of appointment in relevant departmental or University publications

d. Opportunity for inclusion of appointment in personal vitae or resume

5. Procedure for Appointment

a. Nomination for visiting professor appointments can be initiated by the candidate, a professional colleague, or a faculty member.

b. Upon examination, the candidate completes a faculty application, and the expected responsibilities and time commitments are negotiated.

c. The application is forwarded to the Dean of the school and the Provost for review and recommendation.

d. Faculty review collected materials and vote to support or reject the nomination during a scheduled faculty meeting.

e. Candidates are notified of the action in writing. Verification of responsibilities and time commitments are communicated.

f. Appointments are reviewed on an annual basis by the Dean and the Provost for reappointment or termination. Reappointment recommendation will delineate responsibilities and commitments for the coming term.

g. Reappointment or termination will be submitted in writing to the visiting professor.

Azusa Pacific University Faculty Handbook

Section 3.9 • Faculty Salary Bands

Effective: November 1, 2013

	1-month	9-month	10-month	11-month	12-month
INSTRUCTOR					
Minimum	4,513.50	40,621.50	45,135.00	49,648.50	54,162.00
Maximum	5,701.80	51,316.20	57,018.00	62,719.80	68,421.60
ASSISTANT PROFESSOR					
Minimum	4,692.00	42,228.00	46,920.00	51,612.00	56,304.00
Maximum	7,344.00	66,096.00	73,440.00	80,784.00	88,128.00
ASSOCIATE PROFESSOR					
Minimum	5,457.00	49,113.00	54,570.00	60,027.00	65,484.00
Maximum	8,925.00	80,325.00	89,250.00	98,175.00	107,100.00
PROFESSOR					
Minimum	6,222.00	55,998.00	62,220.00	68,442.00	74,664.00
Maximum	11,220.00	100,980.00	112,200.00	123,420.00	134,640.00

***These salary bands have been established to provide guidelines for faculty positions.

There may be circumstances which require establishment of salaries to be placed outside of the guidelines.

Azusa Pacific University Faculty Handbook

Section 3.10 • Administrative Faculty Salary Bands

Effective: November 1, 2013

	1-month	9-month	10-month	11-month	12-month
LEVEL 1 - Assistant Directors; Low-Level					
Minimum	4,258.50	38,326.50	42,585.00	46,843.50	51,102.00
Maximum	6,553.50	58,981.50	65,535.00	72,088.50	78,642.00
LEVEL 2 - Associate Directors; Directors; Mid-Level					
Minimum	4,590.00	41,310.00	45,900.00	50,490.00	55,080.00
Maximum	7,650.00	68,850.00	76,500.00	84,150.00	91,800.00
LEVEL 3 - Directors; Mid to High-Level					
Minimum	5,610.00	50,490.00	56,100.00	61,710.00	67,320.00
Maximum	9,349.32	84,143.88	93,493.20	102,842.52	112,191.84
LEVEL 4 - Executive Directors; High Level					
Minimum	6,630.00	59,670.00	66,300.00	72,930.00	79,560.00
Maximum	11,556.60	104,009.40	115,566.00	127,122.60	138,679.20

***These salary bands have been established to provide guidelines for administrative faculty positions. There may be circumstances which require establishment of salaries to be placed outside of the guidelines.

Azusa Pacific University Faculty Handbook

Section 3.11 • Overload Salary Scale

Effective: January 1, 2013

ADJUNCT/OVERLOAD RATES FOR FY 2014-2015

Degree	Per Unit Rate
Doctorate/Terminal Degree	\$1,148
Masters	\$1,064
Bachelors	\$641

Azusa Pacific University Faculty Handbook

Section 4.1 • Employee Relations and Grievances

Most Recent Policy Revision: March 2013

Please refer to the Employee Handbook for more information on Employee Relations.

The university has established several processes for handling faculty grievances. The nature of the grievance dictates which process applies to the situation, as follows:

- Grievances related to behavior of other employees, including discrimination or harassment, are handled under the auspices of Human Resources (see Employee Handbook).
- Grievances related to academic and/or contractual issues such as academic freedom, Faculty Handbook policies, faculty contracts, and/or academic integrity are handled by the Professional Affairs Review Board (PARB) (See Faculty Handbook Section 8.23).
- Complaints that a faculty member has about his/her supervisor that do not fall into either of the above bullet points should be referred to Human Resources.
- Complaints about the university's structures/processes for handling grievances should be addressed with the Faculty Senate if the complaint involves PARB processes or with the Office of the Provost for all others.

The university encourages faculty members to pursue informal means of resolution with the appropriate party or parties before utilizing the formal processes listed above. The university prohibits retaliation against any employee who brings a grievance in good faith.

Please refer to the Employee Handbook for detailed information on the following:

- Harassment Policy
- Alcohol Policy
- Conflict of Interest Policy

Azusa Pacific University Faculty Handbook

Section 4.2 • Academic Due Process & Grievance Policies

Most Recent Policy Revision: March 2014

Occasionally, situations arise in the academic community in which a faculty member seeks an objective review of a conflict. The following process has been developed to help ensure that all members of the community can follow an orderly process when seeking resolution of concerns that could not be resolved through informal processes. In all cases, faculty should seek to resolve conflicts directly with the individual parties. Only when all such attempts have been exhausted should formal procedures be initiated.

In the case of non-renewal of contract or termination, the detailed appeals procedure outlined in the Faculty Handbook (Sec 4.3) must be followed. In the case of issues within the purview of Human Resources (e.g., claims of harassment, discrimination, violation of policies in the Employee Handbook; but not claims related to faculty evaluation or contracts), the faculty member should contact Human Resources for resolution. In addition, certain university policies carry their own appeals processes. In those cases (e.g., Policy for Conflicts of Interest in Research, Policy on Integrity in Research), the procedures outlined in those policies must be followed.

Grievance Procedure:

1. The faculty member must first seek to resolve the conflict informally with the parties directly involved, meeting with the other party or parties as soon as possible after the event causing the conflict. If the faculty member is not comfortable approaching the parties alone, he/she may ask a representative of the Human Resources Department or a university colleague to sit in on the conversation as an informal mediator.

If the concern persists, the faculty member should discuss the issue with his/her chair and then his/her dean, seeking resolution through them, whenever possible, as a final step before filing a formal grievance.

2. If the faculty member has been unsuccessful in resolving the matter informally, and has discussed it with the Department Chair, and/or Dean or Dean's designee whenever possible, the faculty member may formally file a grievance by completing a Grievance Request Form. The form must be submitted, in writing, to the Faculty Moderator or in his/her absence or conflict of interest, to the Moderator-Elect or the Vice Moderator.
3. Within ten (10) working days after receipt of the request, the Moderator will meet with the faculty member and review the Grievance Request Form to ensure complete information has been provided. The Moderator will then determine the next steps for the grievance as follows:
 - a) If the grievance should be heard elsewhere as noted in the first section of this policy, the Faculty Moderator will direct the faculty member to that department for resolution.
 - b) If the grievance is related to faculty evaluation, the Faculty Moderator will direct the grievance to the appropriate party for resolution. This may be the Director of Faith Integration, or the Office of Faculty Evaluation. If the issue cannot be resolved to the

faculty member's satisfaction by the appropriate office, the grievance will then be forwarded to the Council best equipped to handle the grievance.

- c) If the grievance does not fall within any of the previously mentioned categories, or if it has not been resolved through the council appeals process [see #3b above], the Faculty Moderator will convene a Professional Affairs Review Board (PARB) panel. The panel will consist of five faculty members. Per the PARB guidelines, PARB members who find they have a conflict of interest in the case must recuse themselves. The faculty filing the grievance may request recusal of one or more members of the PARB panel due to a conflict of interest. Replacements for recused members will be appointed from the pool of PARB members. If a 5-member board cannot be assembled due to conflicts of interest or recusal, the Moderator shall select three members from the pool of nine. Members of the PARB panel will select the chair at their first meeting; chairs preside on a case-by-case basis. See the PARB section of this Faculty Handbook for more information.

4. Professional Affairs Review Board (PARB) Panel Process

- a) The PARB panel chairperson will forward a copy of the grievance to the party(ies) against whom the grievance is brought, requesting a written response from them. The party(ies) will have no more than 10 working days to respond.
- b) The PARB panel chairperson will set a date for a hearing. The extent of the hearing and the procedures to be followed will be determined by the panel and will be consistent with PARB procedures. An audio recording of the hearing will be made; deliberations of the Board are not recorded, nor attended by anyone other than the Board.
- c) The panel should conclude its investigation and make a recommendation within 30 days from the date they received the grievance. The time limit may be extended by the PARB panel chair or the Moderator (or Moderator designee) upon presentation of good cause.
- d) The PARB panel shall prepare a written report of its hearing including its finding(s) and recommendation(s) which will be submitted to the Provost. A separate confidential summary report will also be sent to the Faculty Moderator. The Provost shall make the final decision regarding the matter and notify the person(s) filing the grievance, the person(s) named in the grievance, and the faculty moderator of the actions taken.

Azusa Pacific University Faculty Handbook

Section 4.3 • Termination of Appointment

Most Recent Policy Revision: March 2013

Termination of a faculty member with tenure, extended contract, term tenure contract, one year, or conditional appointment before the end of the specified term may be effected by the University only for adequate cause, including but not limited to professional incompetence, academic misconduct, a pattern of willful non-collegiality, moral turpitude, criminal activity, or due to extraordinary circumstances such as serious financial exigency.

- A. Dismissal of a faculty member will be preceded by:
 - 1. Discussion between the faculty member and appropriate administrative officers, looking toward a mutual settlement.
 - 2. A written notice of termination including a statement of charges, framed with reasonable detail by the Provost or delegated representative, is presented to the faculty member.

- B. The faculty member may appeal the termination by a written request for a hearing by the Professional Affairs Review Board (PARB) filed within 10 working days after the date of the formal notice of termination. The written request is filed with the Faculty Moderator, (or in his/her absence or apparent conflict of interest, the Moderator-Elect or the Vice Moderator). Within 10 working days after receipt of the request, the Moderator (or Moderator designee) will select five members from the Professional Affairs Review Board (PARB), in consultation with the Office of the Provost, having no conflict of interest*, and shall set a date for a hearing, which will be scheduled within 10 working days from the date of the notice of appeal. However, time limits may be extended by the PARB chair of the faculty member's case or Moderator (or Moderator designee) upon presentation of good cause.

- C. PARB members who find they have a conflict of interest in the case must recuse themselves prior to the hearing of the case. If a Board member recuses, the Moderator (or Moderator designee) shall appoint a substitute from the pool of PARB members. Members of the selected Professional Affairs Review Board will select the chair at their first meeting; chairs preside on a case-by-case basis. If a five-member Board cannot be assembled due to conflict of interest or recusal, then the Moderator (of Moderator designee) shall select three members from the pool of nine. The parties in the grievance may request recusal of one or more members of the PARB because of a conflict of interest.

* Conflict of interest is defined as the individual or one of their family members having a current or past reporting relationship with one of the parties in the grievance, having any family relationship, financial relationship or close personal connection outside the university with one of the parties in the grievance, being a party or witness to the issue at hand, or having a history of conflict with one or more of the parties involved in the grievance. If you have personally met with PARB within the last five years, you are ineligible for participation. In the event of a dispute, the Faculty Moderator and Steering Committee of the Faculty Senate shall make the final determination whether a conflict of interest exists.

- D. The hearing before the Professional Affairs Review Board shall be held in accordance with procedural rules adopted by the Board. Formal rules of evidence shall not apply, but both parties have the right to call witnesses and to submit questions of the witnesses to the Board. An audio recording of the hearing will be made; deliberations of the Board are not recorded, nor attended by anyone other than the Board. After the evidence has been presented, each side will be permitted to make a final statement. The Board will then consider the evidence and make its decision in executive session. The PARB panel will issue a report and recommendations to the Provost and a summary report of key findings to the faculty member who requested the hearing. The Provost shall make the final decision regarding the matter.
- E. The parties have the right to the assistance of counsel at the hearing who may serve in an advisory role only. Counsel will not be permitted to actively participate in the hearing. Any party electing to have the assistance of counsel is required to give notice to the PARB and the other party ten (10) days before the hearing date in order to give the other party an opportunity to also obtain counsel.
- F. The Professional Affairs Review Board may decide:
 - 1. That adequate cause for dismissal has not been established.
 - 2. That a penalty less than dismissal is justified.
 - 3. That cause for dismissal has been established and the termination of the faculty member should proceed.
- G. The Provost may accept or reject the decision of the Professional Affairs Review Board. If the decision is rejected, the Provost shall state the reasons in writing to the PARB and the faculty member.

Azusa Pacific University Faculty Handbook

Section 4.4 • Non-Renewal of Faculty Appointment

Most Recent Policy Revision: March 2013

In the case of full-time faculty who have been members of the faculty at APU for less than five years, notice of non-renewal must be given in writing no later than February 1. The letter of non-renewal is final, regardless of the results of FES data collection.

In the case of full-time faculty and who have been members of the faculty at APU for a minimum of five years and who are on one-year contracts, or who are in the final year of an extended contract, the following procedures will be followed in the non-renewal of a contract.

- A. Notice of non-renewal must be given in writing no later than February 1.
- B. Within 10 working days of the date of the letter of non-renewal, the faculty member may request a statement of reasons for the decision from his or her Dean. These reasons will be confirmed in writing and made a part of the permanent file.
- C. The Dean has 10 working days to respond to reasons for non-renewal.
- D. The faculty member may request from the Faculty Moderator (or his/her absence or apparent conflict of interest, the Moderator-Elect or Vice Moderator) a hearing before the Professional Affairs Review Board (PARB) within 10 working days of the Dean's response. Within 10 working days after the receipt of the request, the Moderator (or Moderator designee) will select five members from the Professional Affairs Review Board, in consultation with the Office of the Provost, having no conflict of interest*, and shall set a date for a hearing, which will be scheduled within 10 working days from the date of the notice of appeal. However, time limits may be extended by the PARB chair of the faculty member's case or Moderator (or Moderator designee) upon presentation of good cause.
- E. PARB members who find they have a conflict of interest* in the case must recuse themselves prior to the hearing of the case. If a Board member recuses, the Moderator (or Moderator designee) shall appoint a substitute from the pool of PARB members. Members of the selected Professional Affairs Review Board will select the chair at their first meeting; chairs preside on a case-by-case basis. If a five-member Board cannot be assembled due to conflict of interest or recusal, then the Moderator (or Moderator designee) shall select three members from the pool of nine. The parties in the grievance may request recusal of one or more members of the PARB because of a conflict of interest.

- * Conflict of interest is defined as the individual or one of their family members having a current or past reporting relationship with one of the parties in the grievance, having any family relationship, financial relationship or close personal connection outside the university with one of the parties in the grievance, being a party or witness to the issue at hand, or having a history of conflict with one or more of the parties involved in the grievance. If you have personally met with the PARB within the last five years, you are ineligible for

participation. In the event of a dispute, the Faculty Moderator and Steering Committee of the Faculty Senate shall make the final determination whether a conflict of interest exists.

F. The PARB panel review will be limited to the issue whether there is credible evidence supporting the reasons for non-renewal by the Dean. An audio recording of the hearing will be made; deliberations of the Board are not recorded, nor attended by anyone other than the Board. The PARB panel will issue a report and recommendations to the Provost and a summary report of key findings to the faculty member who requested the hearing. The Provost shall make the final decision regarding the matter.

G. Timeline for grieving nonrenewal of an appointment

1. Date of Notice – letter of non-renewal no later than February 1
2. Faculty member may request a statement of reasons for non-renewal from the Dean no later than 10 working days following February 1
3. Dean responds to the faculty member's request for a statement of reason(s) no later than 10 working days after receiving the request
4. Faculty member requests hearing before the PARB no later than 10 working days following Dean's response

Azusa Pacific University Faculty Handbook

Section 5.1 • Instructional Policies

Most Recent Policy Revision: March 2014

1. Syllabus

- a. For each class taught, the faculty member must prepare a course instruction plan (syllabus) following the university syllabus guidelines. These guidelines are available from the Office of Curricular Support at <http://www.apu.edu/ocs/syllabi/>. Faculty are required to update their syllabi annually to ensure compliance with current policies and/or new syllabus requirements.
- b. Faculty must submit their syllabi to the department chair at the beginning of each semester. The department chair and/or their designee is responsible for reviewing syllabi for courses offered in the department to ensure they are consistent with departmental expectations and that course outcomes are aligned with the overall program outcomes. The syllabus is entered into the department's TaskStream account.
- c. Core student learning outcomes (SLO) are established for each course by individual departments and approved through faculty governance. Each department has the responsibility of maintaining the integrity of core SLOs across all sections of a specific course offering. Instructors may add up to two additional learning outcomes; however, they are required to consult with their program director and/or department chair prior to doing so, and must still meet and maintain all core course outcomes. Departments may not change more than 50% of the number of original core SLOs without curriculum committee review.
- d. In keeping with our Christian commitment, faculty are expected to actively engage in faith integration in each course taught at APU where appropriate. Faculty are also highly encouraged to begin their classes with prayer and/or a devotion.

2. Standard Syllabi Language for Credit Hour Assignment

- a. Following the APU Credit Hour policy <http://www.apu.edu/provost/resources/credit/>, to meet the identified student learning outcomes of this course, the expectations are that this ___ unit course, delivered over a ___ week term will approximate:

___ hours/week classroom or direct faculty instruction
___ hours/week laboratory work
___ hours/week internship
___ hours/week practica
___ hours/week studio work
___ hours/week online work
___ hours/week research
___ hours/week guided study
___ hours/week study abroad
___ hours/week other academic work

In addition, out of class student work will approximate a minimum of ____ hours (undergraduate) or ____ hours (graduate) per course unit each week.

3. Copyright Policy

All faculty members are expected to comply with copyright laws in teaching at Azusa Pacific University and when providing written materials for their syllabus or other materials distributed in the course as handouts or electronic files or electronically posted files. Resource materials on copyright law are available in the University Library. The Copyright Compliance Policy can be found in APU's University Policies Database on the General Counsel Web site, as well as additional policies related to copyright ownership. Please visit: <http://www.apu.edu/generalcounsel/policies/>.

4. Early, Late, or Make-up Exams

- a. A faculty member should develop a policy on late or make-up examinations and include it on the course instruction plan.
- b. Early final examinations are strongly discouraged. In extreme cases, the faculty member should consult with the Department Chair and Dean of the school/college for any exceptions.

Azusa Pacific University Faculty Handbook

Section 5.2 • Service Learning

Most Recent Policy Revision: March 2013

Academic Service-Learning is an important pedagogy at APU, connecting all four of the University's Cornerstones: Christ, Scholarship, Community and Service. It is an experientially based teaching methodology, which intentionally combines classroom pedagogy with relevant community service as an integrated aspect of the course. The Center for Academic Service-Learning and Research works directly with academic courses across disciplines, to provide faculty with resources for curriculum development, partner faculty with a variety of community service agencies, provide in-classroom support as well as end-of-project evaluation reports. The Center provides students with hands-on learning experiences, which prepare students to become civically engaged professionals in their field of study. These service-learning projects, which qualify for fulfilling the required APU Service Credits, link their classroom instruction to activities which meet tangible needs in the community.

The Center must be notified in advance in order to accommodate each course. Proper service-learning designation of courses with the Registrar's Office requires significant lead time for the academic department and for the Center. Both should be consulted by the end of the previous semester in order for the Department Chair to create the PeopleSoft notation and for the Center to prepare for adequate program support.

For more information, please visit <http://www.apu.edu/casl/> or contact the Center at 626.815.6000 ext. 2823.

Azusa Pacific University Faculty Handbook

Section 5.3 • Grading, Incomplete and Grade Change

Most Recent Policy Revision: March 2014

1. Undergraduate Grading

- a. Grades are due to the Office of the Undergraduate Registrar by the deadline date published in the Academic Calendar
- b. Online grading (through <http://www.home.apu.edu>) is the mandatory grade submission method
- c. Instructors should retain grade records for a minimum of four-years
- d. Faculty who fail to submit grades by the deadline date will be notified of their noncompliance with notices copied to the Department Chair and the Dean. Repeat offenses will be noted in the faculty member's department records.

2. Graduate Grading

- a. See the Graduate Academic Calendar for grade submission deadline dates
- b. All graduate grades are submitted via Online Grade Entry through <http://www.home.apu.edu>
- c. See the Graduate Online Grading Tutorial in the Registrar/Graduate Registrar C Folder or contact the Graduate Center for more information.
- d. Instructors should retain grade records for a minimum of four years
- e. Faculty who fail to submit grades by the deadline date will be notified of their noncompliance with notices copied to the Department Chair and the Dean. Repeat offenses will be noted in the faculty member's department records.

3. Incomplete Policy

- a. The grade "incomplete" is to be given only under special circumstances upon recommendation of the professor with the permission of the Registrar. An incomplete may be granted for up to 12 weeks from the date of issue. Extension beyond the 12 weeks requires a petition and is subject to review by the faculty member and the Registrar. Forms for filing the incomplete (and petition) can be obtained in the Office of the Graduate or Registrar.
- b. Upon completion of the work, a Grade Change form (obtainable from the Office of the Undergraduate Registrar) must be completed and signed by the faculty member and sent to the Registrar for signature. Only then will it be recorded.

- c. Upon completion of a Graduate Incomplete, the instructor should complete Section E: Final Grade and submit to the Graduate Center: Office of the Graduate Registrar.

4. Grade Change Policy

- a. Grades reported to the Registrar are considered official and final except for “I” (Incomplete grades), IN (incomplete, no paperwork), and FN (failure, non-attending). Faculty should not change grades except in the rare case of proven mathematical or recording error or in the case of a grade appeal in which the faculty member acknowledges an error or has a considered change of professional judgment. Work completed after the close of the grading period does not justify a grade change.
- b. When necessary to change a grade, the faculty member should complete the Grade Change Report form and submit it to the appropriate Dean for approval and signature. The grade will be changed on the official grade report in the Office of the Registrar and on the student’s transcript on receipt of the completed Grade Change Report form sent to that office by the Dean.
- c. In the case of grade appeals, undergraduate students must file grade appeals within 60 days after the end of the semester in which the grade is received. Graduate grade appeals must be filed within one year of the last day of the term of enrollment in the course. All grade appeals should be addressed first to the instructor of record, either verbally or in writing. Failure to resolve the matter at that point requires a written appeal using the Academic General Petition. Graduate students submit that petition to the Graduate Registrar’s Office which will process the appeal. Undergraduate students submit the petition to the appropriate department chair and then, if necessary, to the dean. In the event that those informal procedures fail to resolve the problem, students may consider filing a grievance. The grievance policies are included in the undergraduate and graduate catalogs.
- d. The faculty of record has the responsibility and right to determine students’ grades based on professional judgment. In rare circumstances (e.g., as the result of a successful student appeal), a dean may change a student’s grade administratively. An administrative grade change may also result from a grievance procedure and would be communicated to the Office of the Registrar by the Vice Provost.

5. Grade Check Policy

- a. APU student athletes are required to complete periodic grade checks each semester to validate academic eligibility to participate in athletic activities. Periodically student athletes will present a grade-check form to the faculty for each course in which they are enrolled. The completed form is returned to the head coach by the student.
- b. The student’s signature on the grade-check form provides consent under FERPA to release grade information to the Athletics department. Course faculty are expected to complete the grade-check form in a timely manner to assist the Athletics department in ensuring all student athletes are academically eligible to participate in athletics per NCAA compliance regulations.

Azusa Pacific University Faculty Handbook

Section 5.4 • Independent Study

Most Recent Policy Revision: March 2014

Independent study is provided to enable students to enrich their learning experience by pursuing learning in a closely supervised program. It is not to be used as a convenience for students who are unable to attend classes due to schedule conflicts.

1. For graduate Independent Study and course tutorials, see the Graduate Catalog or contact the Graduate Center: Office of the Graduate Registrar for more information.
2. The student and the faculty member under whom the student wishes to study should submit a written proposal to the Department Chair. The NCR form, "Independent Study Application," should be used and can be obtained in the One Stop/Undergraduate Enrollment Service Center or Graduate Registrar.
3. Upon approval by the department, the student files a copy of the form with One Stop for undergraduates or the Graduate Registrar for the course during the regular period for registration.
4. Upper-division students may only receive credit for a maximum of nine units of independent-type study to be applied to their undergraduate degree program. No more than four units may be applied toward one project. Furthermore, a maximum of four independent-type study units may be taken during one academic term. Graduate students are limited to six independent-type study units for their entire program.
5. There is a limit of five independent-study students per teacher, per registration period. This limit is monitored by the Office of the Provost.
6. Students are assessed a fee of \$125 per independent-type study unit. This is for undergraduate and graduate students, both on- and off-campus. The faculty member does not have the right to waive the fee for independent study.
7. Faculty remuneration is \$125 per unit on an overload basis. Faculty are responsible to ensure that the learning objectives for each independent study course is met before assigning a grade.
8. The instructor should place the student's copy in the student's folder in the instructor's department so that the Department Chair may have access to the Independent Study form.
9. Also see appropriate catalog policy regarding Course Tutorials.

Azusa Pacific University Faculty Handbook

Section 5.5 • Learning Enrichment Center

(Accommodations for Students with Disabilities)

Most Recent Policy Revision: March 2014

Established in 1978, the Learning Enrichment Center seeks to serve the APU community through providing a variety of academic support services to students. Specifically, the Learning Enrichment Center, located on East Campus, offers our undergraduate population placement testing for incoming first-year and transfer students, tutoring in a variety of subjects, Supplemental Instruction (SI), and test proctoring services that include the administration of CLEP, DSST, and FLATS. Additionally, the LEC facilitates accommodations for all students with disabilities, whether graduate or undergraduate, whether at the Azusa campus or at any of the Regional Centers. Additionally, the LEC is a resource for disabled students assigned to clinical facilities who need assistance securing reasonable accommodations in that setting. The staff and faculty of the LEC are fully committed to helping each APU student experience maximum intellectual growth and development over the course of his/her collegiate journey.

Information regarding students with disabilities may be found on the Learning Enrichment Center website, in the University academic catalogs, and below.

1. Background

Section 504 of the Rehabilitation Act of 1973 prohibits discrimination on the basis of disability in programs and activities receiving federal financial assistance from the U.S. Department of Education. The University receives federal financial assistance from the U.S. Department of Education and is, therefore, subject to the requirements of that law and its implementing regulations. As a religious organization, APU is exempt from the requirements of Title III of the Americans with Disabilities Act of 1990; still, APU endeavors to provide its disabled students with equal opportunity to participate in its programs and activities.

2. Role of the Learning Enrichment Center

The Learning Enrichment Center (LEC) facilitates academic accommodations for students with disabilities. A learning disability is a condition of presumed neurological dysfunction, which may exist with other disabling conditions.

Students seeking an accommodation for a disability must forward documentation of the disability to the LEC Director or designee. If previous records do not exist, the student is required to obtain an assessment or other documentation to verify his/her status as a disabled student. LEC staff will then request any related educational records, assess the effects of the disability on standard classroom procedures, and discuss appropriate accommodations with the student. The LEC will determine whether a student is entitled to accommodations. If so, the student will complete a form authorizing release of accommodation information to specific faculty each semester. The LEC will send a memo to the designated faculty noting any approved accommodation(s) (but not the disability). Each student with an approved accommodation and each faculty member with a student who needs accommodation is asked to interact with each other to discuss the approved

accommodations and to finalize mutually agreeable plans for implementing the approved accommodations.

3. Faculty Responsibility

For students who require academic accommodations, faculty sensitivity in recognizing individual needs and subsequent responsiveness in working with them is critical. It is also important to note that every student with a disability may not need or want consideration beyond what might be granted any other student in class. To help ensure all disabled students have received notice of how to obtain needed accommodations, faculty are required to use the following statement in their syllabus:

Students in this course who have a disability that might prevent them from fully demonstrating their abilities should meet with an advisor in the Learning Enrichment Center as soon as possible to initiate disability verification and discuss accommodations that may be necessary to ensure full participation in the successful completion of course requirements.

Use of this statement accomplishes three things:

- a. It gives students the opportunity to contact the LEC for disability verification and making arrangements for any academic accommodations.
- b. It encourages timely communication and mutual understanding of the APU disability documentation process to facilitate academic accommodations.
- c. It indicates that faculty are willing to support student success by ensuring that appropriate academic accommodations are provided.

Faculty also are responsible for working with students to implement accommodations authorized by the LEC and communicated to the faculty member.

Faculty are responsible for keeping confidential all information they may learn about students' disability and their accommodations, whether communicated to them by the student or by the LEC.

If a student has a patent disability (e.g., wheelchair, visual impairment, service animal) that the faculty member reasonably should know could negatively impact the student's ability to complete a course requirement without an accommodation, the faculty is responsible for raising that matter, either confidentially with the student if the faculty member is comfortable doing so, or with the LEC who can then follow up with the student.

Faculty are responsible for reporting to the University's Section 504 Compliance Officer (the Executive Director of Human Resource) any observed disability-related harassment or discrimination.

4. Academic Standards and Reasonable Accommodations

Compliance with the applicable law does not guarantee that an individual with a disability will achieve an identical result or level of achievement as persons without disabilities. An accommodation is not required if it decreases course requirements or objectives, reduces academic standards, or fundamentally changes the nature and purpose of a class or program. Examples of accommodations include oral exams or readers for students with visual disabilities, a sign-language interpreter or captionist in classes for a student who is deaf, or permitting a lab assistant to perform an assignment at the direction of the student with poor physical dexterity. It is impossible to provide an exhaustive list of available accommodations because disability needs are highly individualized.

a. Accommodations Not Available as a matter of right to Students

- Exemption or waiver of academic courses
- Reduced standards of academic performance
- Tutors
- Diagnostic testing or evaluation of disabilities
- Personal care aids

b. Fairness Issue

The documentation process is designed to identify and accommodate students with legally-recognized disabilities. To ensure fairness, academic accommodations should be provided to a student based on written verification from an LEC advisor as to the validity of the disability and of the accommodations. The university may be legally compromised if accommodations are provided without written verification from an LEC advisor.

5. Grievance Process

In the event a student believes that the academic practices and policies or the provision of services, activities, programs or benefits by APU is discriminatory based on disability, or that he or she has been harassed or denied access to services or accommodations required by law, he or she should utilize the Disability Grievance Policy for Students which is published in the undergraduate and graduate catalogs and available on the LEC website.

Questions regarding disability verification and reasonable accommodations should be forwarded to the Director of the Learning Enrichment Center. In addition, the LEC maintains information on referral sources for obtaining a learning disability assessment, the nature of a student's ability, individual student needs, kinds of accommodations commonly made on this and other college campuses, and applicable laws

Azusa Pacific University Faculty Handbook

Section 5.6 • Textbooks

Most Recent Policy Revision: March 2014

All departments will use APU's online requisition system to submit textbook requisitions. Accessing the site requires a login and password assigned by the bookstore. Once you log in, you can add requisitions based on past course history, search the textbook database to adopt books from that, or manually enter book information in if desired books are not already in the database. Faculty can also edit or delete existing requisitions, as long as they have not yet posted to the bookstore. Once online requisitions are submitted and approved, they download into the bookstore ordering system for review and adjustments, if necessary.

Faculty members may use this system to submit requisitions if the department chair allows individual faculty submission. Please contact the bookstore (**bookstore@apu.edu**) to request a login and password. (The bookstore will confirm faculty login requests with the department before adding new users.)

Azusa Pacific University Faculty Handbook

Section 5.7 • Academic Freedom

Most Recent Policy Revision: March 2013

At APU, academic freedom is applied to both the individual faculty member and the institution of higher learning. Academic freedom for faculty at APU is the freedom of the academician to contribute to the intellectual vitality and scholarship of the university and his or her discipline through the exercise of creative, expository, and investigative liberties in his or her teaching, discussion, research, extramural speaking and publishing without fear of losing his or her position. Academic freedom also applies to an institution. The Christian college and university offer the freedom to pursue spiritual and religious truths in an academic environment that Christian academics may not normally enjoy in an officially secular academic environment.

During the deliberations of the original task force members it was the conviction that a new academic freedom policy must explicitly recognize and protect the fact that academic freedom at APU means something different from what it would mean in a non-confessional institution. Making this explicit in a new policy was paramount to protect the mission and character of the institution. Moreover, the new policy protects the right of the faculty to have their work and careers judged on the basis of two explicit (non-arbitrary) standards – 1) the standard of legitimate academic inquiry and expression, and 2) the standard of scholarly work that contributes to the disciplines and to society from the perspective of the faith tradition.

It is the conviction of the AF Task Force that confessional institutions offer a richness to the academy. The American Association of University Professors' (AAUP) approach to academic freedom has historically seen confessional institutions as offering a limited form of academic freedom. This should not cloud the university's vision from seeing that there are other alternatives for confessional institutions. The new policy celebrates and protects the ability of a voluntary association of scholars to work from within a faith tradition, and to offer the world scholarly work drawn from the rich storehouses of knowledge, experience, reason, and revelation of that faith tradition. The AF Task Force therefore proposes this new Academic Freedom Policy; an academic freedom policy that celebrates, articulates, and protects the ability of faculty and the institution to pursue scholarship and promote the mission of the university.

Academic Freedom Policy

At Azusa Pacific University, we believe that all truth is God's truth. Furthermore, God has made it possible for humankind to access, discover and understand truth. We also affirm that the knowledge of truth will always be incomplete and that people, including those with educational credentials, are fallible and may interpret data and ideas imperfectly. Academic freedom, therefore, from a Christ-centered perspective, must be carried out with civility, mature judgment, and the awareness of the broad representation of Christian faith that exists within this institution. Accordingly, Azusa Pacific University affirms its commitment to freedom of inquiry and expression in academic endeavors.

The university recognizes that academic freedom has historically been defined both by broadly accepted academic standards, and by the mission and character of the institution in which it is practiced.

Azusa Pacific University seeks to maintain an academic community in which faculty are free to engage in rigorous scholarly inquiry and expression within an intellectual context shaped by the evangelical Christian tradition. In addition to this freedom, Azusa Pacific University seeks to pursue scholarly inquiry and expression in a way that extends and enriches the academic disciplines out of the unique resources provided by our institution's identity.

Thus, at Azusa Pacific University, academic freedom is defined both by the commonly accepted standards of the academy and by those commitments articulated in the documents that are central to the university's identity as a Christian university. These documents articulate the central commitments which shape the academic community, and thus the practice of academic freedom, at Azusa Pacific University: a belief in God as the creator of all things, in Jesus Christ as Savior and Lord, in the Holy Spirit as teacher and guide, in Scripture as God's authoritative and infallible revelation, and in the Christian community as an expression and vehicle of God's redemptive work in this world.

The University follows these principles in its practice of academic freedom.

- Faculty are entitled to the rights and privileges, and bear the obligations, of academic freedom in the performance of their duties. Specifically, faculty are free to pursue truth and knowledge within their disciplines in the classroom, in their research and writings, and in other public statements in their field of professional competence. At all times faculty should strive for accuracy, exercise appropriate restraint, and show respect for the opinions of others.
- Faculty are entitled to freedom in the classroom in discussing their subject. Faculty should be careful not to introduce into their teaching controversial matter which has no relation to the subject.
- While faculty are members of the global community, as scholars and members of the Azusa Pacific University community, faculty should remain cognizant that the public will form perceptions of their profession and their institution by their utterances.

In the practice of the academic vocation, complaints against faculty may be generated. Faculty shall be protected from any request to retract or modify their research, publication, or teaching merely because a complaint has been received. Only complaints alleging faculty violations of professional standards of the discipline or of advocating positions incompatible with those commitments articulated in the documents that are central to the university's identity as a Christian university, and then only when the evidence supporting the allegation is more substantial than rumor, inference or hearsay.

Alleged violations of the academic freedom policy should be referred to the dean of the school in which the faculty member teaches. The dean may recommend a sanction appropriate for the case at hand including counseling, disciplinary action or termination of employment.

In the event that a faculty member believes his or her academic freedom has been unduly restricted, he or she may pursue resolution of this issue through the existing faculty grievance procedure as articulated in the Faculty Handbook.

Azusa Pacific University Faculty Handbook

Section 5.8 • Academic Integrity

Most Recent Policy Revision: March 2014

Expectations of academic integrity of APU students must be predicated upon by academic integrity on the part of APU faculty members. Faculty members are expected to model the rules of scholarship giving credit to ideas taken from other sources, having data collection involving human or animal subjects approved by the appropriate board, conducting data collection carefully, calculating statistics appropriately, and reporting findings in a manner consistent with their significance. Established academic dishonesty on the part of a faculty member is grounds for termination. Allegations of such may be filed with the Office of the Provost. A procedure for investigating such allegations has been established by the Academic Cabinet and is included below.

Azusa Pacific University desires to cultivate in each student not only the academic skills that are required for their particular degrees, but also the characteristics of academic integrity that are integral to a sound Christian education. It is therefore part of the mission of the university to nurture in each student a sense of moral responsibility consistent with the biblical teachings of honesty and accountability. A breach of academic integrity is viewed not merely as a private matter between the student and the professor, but rather as an act which is fundamentally inconsistent with the purpose and mission of the entire university.

A specific academic integrity policy exists for both traditional undergraduate students and for graduate students. These can be found on the web for traditional undergraduate students and in the graduate catalog and/or the school's student handbook for graduate students <http://www.apu.edu/registrar/undergraduate/policies/integrity/>. For syllabus requirements regarding academic integrity for traditional undergraduate students, see also the undergraduate syllabus guidelines. Per the policy for traditional undergraduate students, academic integrity infractions must be reported by faculty to the Vice Provost for Undergraduate Programs.

Process to Review Faculty Academic Integrity Allegations/Concerns:

Concerns or allegations that fall within the description of "research misconduct" as defined by the Policy on Integrity in Research should be referred to Research Integrity Officer or reported through the anonymous Whistleblower Policy mechanisms. Other concerns about faculty academic integrity, such as those raised during review of faith integration papers, or those that occur in a context not included in the definition of "research" in the Policy on Integrity in Research, will be handled as follows:

1. The Faith Integration Office or other source of concern will refer the issue to the Office of the Provost.
2. The Office of the Provost (typically a Vice Provost) will initiate an informal inquiry process. The Vice Provost or designee will invite the appropriate dean to a meeting with the faculty member in order to seek resolution of the concern. The dean may request that a department chair or associate dean attend instead of or in addition to him/her. Other parties or representatives (e.g., a Faith Integration Fellow) may also be invited to attend, if appropriate.

3. The inquiry process includes an opportunity for the faculty member to respond to any questions or allegations raised.
4. The Office of the Provost's representative leading the inquiry may interview any person with information about the academic integrity concern. University members with knowledge or information about the issue are expected to cooperate by providing requested information.
5. The Office of the Provost's representative leading the inquiry will make a recommendation to the dean about whether an academic integrity infraction occurred and whether sanctions are warranted. Although each case is treated separately, every effort will be made to identify similar sanctions for similar infractions university-wide. The dean will make a final decision and communicate that to the faculty member. A finding can result in a range of sanctions from the faculty forfeiting the opportunity for advancement that year to termination of employment.
6. An appeal of the dean's decision can be made through the Professional Appeals Review Board process.

Azusa Pacific University Faculty Handbook

Section 5.9 • Relationships with Students

Most Recent Policy Revision: March 2013

1. Interactions With Students

A. The faculty-student relationship is foundational to the mission of the University. Faculty responsibilities with respect to students may include but are not limited to the following:

- 1) Nurture students' holistic development.
- 2) Be available to students through the maintenance of regularly scheduled office hours that accommodate the majority of the students in the classes the faculty teach.
- 3) Maintain professional discretion.
 - a. Information intercepted in advising students, officially or unofficially, is confidential in nature and must not be discussed with other students or those outside the University community. If information is disclosed that indicates the student is a potential danger to him/herself or others, it must be reported to the appropriate office (e.g., Campus Safety or the Counseling Center). Any necessary discussion must be conducted with the greatest of consideration for the welfare of the student as well as the student's personal rights.
 - b. Faculty members should avoid criticism of fellow faculty to students. (Justifiable criticism should be taken up with the colleague him/herself or proper authorities of the University.)
 - c. Borrowing or loaning money, cars, equipment, or other property with students is discouraged. This policy will avoid potential problems.
 - d. Involvement in student spiritual mentoring activities, where students receive ministry credit, should be cleared with the Campus Pastor. Formation of a student club needs to be approved by the Director of Communiversity.

B. Interactions With Student Athletes

- 1) General Rule (NCAA Bylaw 16.02.3): An extra benefit is any special arrangement by an institutional employee or a representative of the institution's athletics interests to provide a student-athlete or the student-athlete's relative or friend a benefit not expressly authorized by NCAA legislation.
- 2) As a faculty member, your role in protecting institutional control over Athletics is vital. Student athletes, based on their NCAA participation are required to follow a stricter set of guidelines than other students. Below are some tips as to how you, as a faculty member, can be a positive force in Azusa Pacific's mission of compliance. If you ever have questions on the below info, please call the Compliance Office.

- 3) Impermissible Benefits for NCAA Student Athletes:
 - a) Cash, gift cards, gifts, or services that have a monetary value.
 - b) Free Housing by university employee.
 - c) Jobs or higher pay rate due to status as an NCAA Student Athlete.
 - d) Any athletic achievement award, no matter the value.
 - e) Tickets to an event or admission to an event that otherwise is not free.
 - f) Assistance in paying of bills.
 - g) Use of an automobile or transportation not generally available to student body.
 - h) Birthday gifts.
- 4) Prospective Student Athletes Information:
 - a) Free tickets to APU events or transportation to APU events is prohibited.
 - b) Notifying APU athletics of potential recruits is encouraged, and athletics will do the follow up.
- 5) Permissible Benefits for NCAA Student Athletes:
 - a) Necessary academic support services.
 - b) Tutoring services.
 - c) Course supplies, academic planning tools, costs of field trips.
 - d) "Occasional" meals from institutional staff member.
 - e) Help finding an established internship or job.
 - f) Class-wide benefits (snacks, coffee, etc.)
- 6) If there are ever any questions, please contact the Compliance Administrator.

Azusa Pacific University Faculty Handbook

Section 6.1 • Definition of Scholarship

Most Recent Policy Revision: March 2013

As a strategic priority for the university, Transformational Scholarship is defined as research and scholarly activity that can make a difference in the world; such scholarship has the ability to change lives, worldviews, professional disciplines, policies, practices, and society in meaningful positive ways. The scholarly process at Azusa Pacific University is an ongoing and diverse endeavor of faculty, staff, and students that fosters a culture of inquiry and contributes to the learning process. Such scholarly activities are informed by faith and reflect the unique strengths and gifts of the scholar and the discipline in which his or her scholarship is grounded.

Azusa Pacific University Faculty Handbook

Section 6.2. • Intellectual Property Policy

Most Recent Policy Revision: March 2013

This policy provides a framework for the encouragement, protection, and advancement of faculty derived knowledge, scholarship, products and applications as they relate to personal and university intellectual property. For clarification, see The Copyright Policy For Works Created in APU's University Policies Database on the General Counsel Web site.

Azusa Pacific University Faculty Handbook

Section 6.3 • Faculty Research Support

Most Recent Policy Revisions: March 2014

APU is committed to providing the highest level of methodological consultation, compliance support, and grant funding assistance to all full-time faculty. The Office of Research and Grants (ORG) is your “one stop” for all things scholarly. ORG celebrates faculty scholarship, facilitating expert methodological consultation for quantitative, qualitative, and mixed-method research designs. Additionally, ORG sponsors regular faculty consultations for colleagues interested in publishing a book. Finally, ORG provides regular workshops on topics including collaborative research, using archival data, and research design. Consultations can be arranged by contacting ORG directly at (626) 815-2082. Details regarding workshops can be found at www.apu.edu/researchandgrants/resources.

Grants constitute a remarkable opportunity for faculty and for the university. The pursuit of grants is a high calling. ORG assists faculty with grant inquiries, submissions, post-award management, and administration. The office regularly works with faculty to locate external (federal and foundation) funding opportunities. ORG provides scaffolding to help faculty develop winning proposals. Details on seeking grants, including policies and procedures, are available in the Grants Handbook which is located at www.apu.edu/researchandgrants/grants/.

Compliance with standards for ethical treatment of human or animal subjects is a federal requirement for projects meeting the definition of research. ORG provides pre-submission consultation for investigator projects relevant to the Institutional Review Board (IRB) or the Institutional Animal Care and Use Committee (IACUC). Consultations can be arranged by contacting ORG directly at (626) 815-2082.

1. Institutional Review Board (IRB)

The APU IRB adheres to federal regulations designed to protect the rights and wellbeing of human research participants. The IRB reviews, monitors, and takes action on all proposed research involving human subjects. The IRB ensures compliance with federal, state, local, and institutional regulations protecting human subjects. The IRB falls under the Federalwide Assurance (FWA) with the Department of Health and Human Services/Office of Human Research Protections (DHHS/OHRP). Faculty preparing an IRB proposal must be certified using the Collaborative Institutional Training Initiative (CITI). The IRB handbook and proposal information are available at: www.apu.edu/researchandgrants/ethics/.

2. Institutional Animal Care and Use Committee (IACUC)

The APU IACUC adheres to federal regulations designed to protect the well being of animals in research. The IACUC monitors the APU animal research program, facilities, and procedures. The IACUC ensures research compliance with the Animal Welfare Act, Public Health Service Policy on Humane Care and Use of Laboratory Animals, US Government Principles for the Utilization and Care of Vertebrate Animals Used in Testing, Research, and Training, and the guide for Care and Use of Laboratory Animals. Additional information can be found at: www.apu.edu/researchandgrants/ethics/.

More information about APU's compliance standards can be found on the ORG website. These include the Policy for Conflicts of Interest in Research and the Integrity in Research Policy (also known as the research misconduct policy). ORG additionally provides ongoing workshops dealing with topics pertinent to the responsible conduct of research.

Azusa Pacific University Faculty Handbook

Section 6.4 • Internal Grants Available to Faculty

Most Recent Policy Revision: March 2013

APU provides many internal grants for faculty. Please refer to the Yearly Scholarship Grant Opportunities for full-time APU faculty document distributed at the Fall Faculty Workshop or visit <http://www.apu.edu/provost/research/faculty/>.

Azusa Pacific University Faculty Handbook

Section 6.5 • Sabbatical

Most Recent Policy Revision: March 2014

The purpose of the sabbatical program is to strengthen the institution's academic program by providing individuals with faculty status the opportunity to enhance their teaching effectiveness, pursue professional development, and conduct scholarly research and writing.

The following activities are the typical pursuits of an individual on a sabbatical; all activities should be outlined in detail in the sabbatical proposal.

1. Research and writing projects
2. Post terminal degree study
3. Creative projects in the fine arts
4. Professional internships to enhance skills needed for one's assignment
5. Fellowships that enhance one's assignment at APU
6. Plan for the recovery or enhancement of teaching effectiveness
7. Visiting professorships

Types of proposals that are not acceptable include the following:

1. Developing vocational interests unrelated to the faculty member's role as a teacher-scholar;
2. Reading or studying that is not clearly designed to improve the faculty member as an educator;
3. Traveling for the purpose of general enrichment only; and
4. Reviewing, revising, or creating curriculum

After completing six entire academic years of full-time service, faculty members who hold the rank of associate professor or above are eligible for a sabbatical leave. Sabbaticals may occur any time during the seventh year or beyond. Service is measured in annual installments, not by semesters. The fall following a sabbatical leave begins a new accrual. The application process occurs in the year preceding the desired sabbatical leave. Eligibility does not mean approval. APU may award sabbatical leaves each year based on merit. The decisions are made by the Academic Cabinet. The Provost may award additional Sabbaticals according to the research needs of the university.

Prime consideration in choosing a candidate for sabbatical leave will be given to the quality of the proposal presented, its expected benefit in terms of anticipated growth of the faculty

member and consequent improved effectiveness as an advisor, administrator, scholar, or teacher, and the years of service to the University.

A completed application will include:

1. Statement of purpose guiding the proposed sabbatical leave;
2. Detailed plan of the activity or project proposed;
3. Plan for addressing how duties will be handled during the sabbatical;
4. Description of how the proposed activities will benefit the individual's professional growth in the areas of teaching, scholarship, advising and/or service;
5. Description of how the university will benefit from granting this sabbatical;
6. Copy of the faculty member's vita.

Normally the terms of sabbatical leave will be either one academic year at half pay or one term/semester (18 weeks or 12 units) at full salary. Faculty may also apply for two 9-week terms at full salary which may be taken consecutively or non-consecutively over a 2-year span. If, however, a project is of exceptional merit, consideration to extend the sabbatical up to a full year may be given (e.g., selection as a Beverly Stanford scholar).

Application forms are available from the Office of the Provost and are to be submitted through the Chair of the department and appropriate Dean to the Provost, not later than January 15 of the academic year proceeding the year of the sabbatical. Approval must be granted by the Academic Cabinet.

Sabbatical recipients are encouraged to attend a sabbatical orientation provided by the Center for Teaching, Learning and Assessment. A faculty member on sabbatical continues as a regular full-time employee of the University and shall receive all regular fringe benefits. The faculty member is also eligible to apply for all faculty development programs. Time spent on a sabbatical shall count toward years of service required for promotion and extended contracts. All expectations and obligations related to FES must be met, regardless of the time of year a sabbatical is taken.

A recipient of a sabbatical leave is permitted to receive additional financial assistance provided specific arrangements have received administrative approval. Faculty are encouraged to pursue externally funded grants, contracts, and fellowships for support of the recipient's sabbatical. However, during the period of sabbatical leave, a faculty member shall engage in salaried work for another employer only with the prior approval of the Provost. Except in unusual circumstances, a faculty member on sabbatical shall not assume any part-time teaching or other assignment at Azusa Pacific University. Requests for changes to the approved plan must be made in writing for prior approval by the Dean and the Provost.

Following a sabbatical, a faculty member is obliged to return to Azusa Pacific University for a period of two subsequent contract years of full-time service after the contract cycle in which the sabbatical was taken. Otherwise, the faculty member is obligated to reimburse the university for all compensation (including the cost of fringe benefits) paid to him/her during the period of the sabbatical leave. If the faculty returns for part of the two years, the sabbatical compensation must be paid back on a pro-rated basis (e.g., one year of service post-sabbatical would require re-payment of half of the cost of the sabbatical leave). Within ninety days of the completion of

the sabbatical, the recipient will submit a written report to the Academic Cabinet and the Office of the Provost describing the activities and accomplishments during the sabbatical.

Fulbright Policy

Azusa Pacific University fully supports faculty pursuing external grants for research. Specifically, any faculty member at APU who receives a Traditional Fulbright Scholar or Fulbright Distinguished Chair grant and who has prior permission from his/her Dean may be granted a sabbatical for that grant period (typically one semester, but possibly also half pay for one academic year). This does not include the Fulbright Specialist Program which is typically for a period of 2-6 weeks. The standard sabbatical requirements regarding length of subsequent service and eligibility for subsequent sabbaticals apply. Any faculty member will be eligible to receive such a sabbatical.

Azusa Pacific University Faculty Handbook

Section 6.6 • Faculty Development

Most Recent Policy Revision: March 2013

The Center for Teaching, Learning and Assessment (CTLA) promotes the development of faculty in the areas of teaching, scholarship, service, and faith integration. CTLA professionals provide resources, services, educational opportunities, and support to faculty in order to help them thrive in their professional roles. With the recognition that the skills required for proficiency in Educator-Mentor, Scholar-Practitioner, Servant-Leader, and Faith Integration may take time to develop, every effort is made to provide faculty members with resources that will help them grow in their areas of giftedness and strength, so they can successfully advance at the University. Faculty new to the University are expected to participate in new faculty orientation, faith integration seminars, and other relevant professional growth opportunities offered through CTLA. All faculty are encouraged to use the support offered by CTLA professionals to assist in their further development.

Azusa Pacific University Faculty Handbook

Section 6.7 • Educational Assistance Program

Most Recent Policy Revision: March 2014

A. Eligibility

Fulltime faculty members of all ranks are eligible for the educational benefit. Faculty on a non-renewable contract are ineligible. Eligibility is concurrent with the beginning of the second contract year. Each applicant must have his/her program approved by their Dean and the Provost.

B. Program Approval

Applications for the Education Assistance Program may be obtained from the Office of the Provost. They are to be submitted to the faculty's Department Chair and Dean first for approval. The Dean and the Provost will review the proposed course of study and take into consideration the institution where the coursework will be taken. The primary criterion for approval of the program is the benefit of the course of study to fulfillment of the faculty member's assigned role at the university. The program is intended for the pursuit of an initial doctoral degree. A subsequent master's degree or second doctoral degree does not qualify for this benefit.

C. Reimbursement

The institution will reimburse up to seventy-five percent (75%) of course/per unit tuition charges and all course related fees (e.g. lab, clinical), up to the total cost of 18 semester units per fiscal year (6/30/xx-7/1/xx). Reimbursement will only be applied to the remaining amount owed after all scholarships, grants, and other free/non-repayable (non-loan) financial aid funds have been posted to the student's account. Examples of said funding are: research assistantships, teaching assistantships, fellowships, grants and scholarships. Clear billing must be presented to show true net amount. All billing must be submitted after completion of course/s, not before. A grade of C or better is required to receive tuition reimbursement.

Other expenses incurred by the student are not reimbursable, such as but not limited to parking, health insurance, late fees, travel, books, service fees, enrollment and/or any other university fees.

It is the responsibility of the student to report all said funds being reimbursed and/or paid on behalf of the student to the student's university financial aid office for full disclosure.

D. Conditions

- a. The benefit is limited to 18 semester units or equivalent per fiscal year. By prior written approval of the Dean and Provost, this limit may be exceeded under special circumstances.

- b. The program approval will specify the timeline for completion of the program. Any leaves of absence or extensions must be approved in advance. Failure to complete the program in the allotted time will result in cancellation of educational assistance from that point forward.
- c. Faculty members are expected to remain at the University for at least three contract years succeeding such a benefit. For example, a faculty member receiving a benefit during the 2013-2014 fiscal year must remain at APU for the 2014-2015, 2015-2016, and 2016-2017 contract years. If a change of employment is made before three years, at the choice of the individual, one third of the total amount paid by the University is repayable in full for each contract year commitment that is not fulfilled.
- d. As faculty members receive payments, they will sign promissory notes, which list the payment conditions as defined in the above policy. A certain amount is allocated annually for tuition reimbursement; therefore requests for reimbursement must be submitted within 3 months following the end of the semester in which approved course work was completed.
- e. The Education Assistance Program is for academic credit in a regionally accredited college or university, approved under Item B above. Any exceptions must have prior approval from the Dean and Provost. A faculty member may not change the approved program or institution of study without submitting a new application for approval.
- f. Participation in an Azusa Pacific University doctoral program course must be approved by the Office of the President or Provost.
- g. Participation in the Educational Assistance Program must not interfere with the professor's obligations or reduce the performance at Azusa Pacific University. If service to Azusa Pacific University or faculty employment is evaluated as less than satisfactory by the Dean in consultation with the Department Chair, the faculty member may be required to discontinue outside employment or commitments and could result in cancellation of the Education Assistance Program from that point forward.

Azusa Pacific University Faculty Handbook

Section 6.8 • Professional Organization Benefit

Most Recent Policy Revision: March 2013

The University pays the first \$50 of the annual dues for membership in approved professional higher education association or a subject-matter discipline organization. Faculty members may send in their own membership form and payment for dues to their organization and submit a completed expense reimbursement form with proof of membership to the Office of the Provost for reimbursement. This benefit must be used before the end of the current fiscal year (June 30). Funds are limited to the yearly allocation for this benefit.

Azusa Pacific University Faculty Handbook

Section 6.9 • Professional Travel

Most Recent Policy Revision: March 2014

Purpose

The university's purpose in reimbursing faculty members for reasonable and approved expenses related to professional business travel is to enable faculty members to keep in touch with developments in their fields of scholarship and teaching and to extend their acquaintances with scholars and teachers of similar interests.

Professional Travel Funds

A Professional Travel Fund is maintained in each School/College. The amount available is allocated annually in the budget.

All full-time faculty members are eligible to apply for approval in advance for travel to professional meetings. Application should be made to the Dean no later than October 1 of each year. Decisions will be based on scheduling, disposition of funds, and the benefit to the individual, department, and school/college.

Because funds are limited, it is understood that some requests may be denied. Prior to approving any request, the Dean will determine if the activity identified meets the criteria for reimbursement as a business expense and whether there is sufficient funding to reimburse the reasonable, approved, and properly documented expenses expected to be incurred. Expenses will be reimbursed in accordance with the University's accounting and financial policies and procedures.

International Travel

Accountability:

The University prioritizes the safety, stewardship and accountability for the students, staff, and faculty who travel on university related business. These international travel protocols are intended to support safe and accountable travel consistent with the mission and values of the University.

Approval:

APU keeps a master calendar of where all of our community members are around the Absolutely all international travel for academic or business purpose needs approval from the President, Provost or Executive Vice President *before* any travel bookings are made. A person who is not faculty, staff or current student, but receiving a stipend, expense reimbursement, or equivalent support from the university must also be pre-approved by the Office of the Executive Vice President. The Office of the Executive Vice President manages the approval procedures for international travel.

Travel Authorization:

Only approved trips will receive a Travel Authorization (TA) number. This TA is required on all documentation, reimbursement requests and reports relating to the travel approved and documented on the Travel Approval Form.

Travel Warnings:

No one can travel to countries listed on the U.S. Department of State *Current Travel Warnings* list without approval from the Travel Safety Committee. The Office of the President has the discretion to call back any faculty, staff, student or university representative from a country where the situation has changed since the time of travel causing the country to appear on the Current Travel Warnings list.

Reporting:

A formal Trip Report is required for each authorized trip – submitted to the Office of the Executive Vice President for legacy records.

Procedures:

Steps to international travel approval are located in Google Drive under International Travel Procedures and Policies.

Azusa Pacific University Faculty Handbook

Section 6.10 • Feast Fund

Most Recent Policy Revision: March 2013

The Feast Fund Program is designed to encourage and assist in entertaining students in faculty homes. While recognizing that funds are not adequate to underwrite the total cost, the program is designed to help defray the expense and to be an encouragement in this type of effort.

These funds are not designed to be used for end-of-the-year class parties. Funds are limited. Guidelines for the Feast Fund Program are as follows:

1. Funds are available to faculty for entertaining students in their homes in amounts of up to \$100 per faculty member per academic year.
2. It is designed for group entertaining, generally for 10 or more students. It is recognized that not all faculty will be able to take advantage of this incentive, limited by the size of the faculty's home and/or the distance from the campus at which they teach.
3. Payment is arranged through the Office of the Provost as a reimbursement by submitting an expense reimbursement form with the receipts and a list of the names of the students who were in attendance.

Azusa Pacific University Faculty Handbook

Section 7.1 • The Faculty Evaluation System (FES)

Most Recent Policy Revision: March 2014

The Faculty Evaluation System (FES)

1. Background

In March, 2012, the faculty senate approved a revised evaluation system, called the Faculty Evaluation System (FES), which modifies the Comprehensive Faculty Evaluation Program (CFEP), as the decision-making system for extended contract and promotion. Data from the CFEP system has been imported into the FES system, allowing all faculty members to immediately transition into the FES system. All full-time faculty members are required to participate in FES, the University-approved rank promotion and extended contract process for continued employment. Administrative faculty are not eligible to participate in FES. The FES system will be open to formal review and amendment within the processes of faculty governance and in collaboration with Academic Cabinet, which will conduct a formal review of the FES process and will report its findings to the faculty and to the Board of Trustees by May, 2016.

2. Philosophy of FES

The success and reputation of Azusa Pacific University depends in large measure on the talents that exist among its faculty and how effectively faculty members use their talents to accomplish the mission of the University, particularly within the context of their academic units. The Faculty Evaluation System is designed to encourage the continued professional growth of faculty members, recognize faculty strengths and gifts that enable them to achieve excellence, and encourage the retention of those faculty members who are strong teachers, scholars and servants. Toward that end, all full-time faculty members participate in the Faculty Evaluation System and apply for an extended contract and/or a rank promotion based on their gifts and calling.

While faculty are evaluated as individuals for extended contract and rank promotion, expectations for performance are agreed-upon and performance is evaluated in the context of the departments (units) in which they work. In this regard, each faculty member will set goals for expected performance in collaboration with his or her chair or supervisor in the context of departmental needs, faculty strengths, and the role(s) in which the faculty member operates within the department. Successful faculty are expected to contribute to the work of the department and to the University.

3. Features of FES

a. Collaborative Goal Setting

The foundation of the Faculty Evaluation System is the goal-setting and review meeting between the chair and the faculty member that is held no later than June 30 each year. The intent of the goal-setting and review meeting is to establish a mutual understanding between the chair and the faculty member regarding the Educator-

Mentor (E-M), Scholar-Practitioner (S-P) and Servant-Leader (S-L) performance expectations for the following academic year and to evaluate the performance of the past year.

The goal-setting and review meeting will take place after a year of FES data collection (recorded June 1 through May 31) and a review and chair evaluation of the previous year's achievements. In each annual conversation, goals and expectations may be modified in light of emerging departmental needs, new or improved faculty skills, or change in work responsibilities. In any year, Deans have the option to review goals and expectations set by chairs and faculty members but must do so no later than August 15. Contract decisions are rendered by the Chair and the Dean, typically after three years of data collection.

b. Primary Faculty Roles and Responsibilities

In the FES system, the work responsibilities of APU faculty are categorized broadly into three faculty roles, designated Educator-Mentor, Scholar-Practitioner, and Servant-Leader. These three roles, along with faith integration competency, reflect the important work responsibilities expected of all full-time faculty members. All faculty members are assessed in all three roles, along with their understanding of and competency in faith integration. Each role and the assessments associated with them are described in detail in Section 7.2. Faith Integration assessments and expectations are described in Section 7.3.

c. FES Data Collection Cycle (see also Section 7.5 for a table of FES Timelines))

FES data are collected across an academic year (June 1 to May 31) after a goal-setting and review meeting between the faculty member and the department chair (or first-level supervisor) which should take place no later than June 30. (See Section above for a description of the collaborative goal setting meeting). Goals and Expectation Reports must be approved in Activity Insight by supervisors by August 15 each year (September 15 for new faculty).

After the goal setting meeting, and throughout the academic year, faculty members keep track of their Educator-Mentor, Scholar-Practitioner and Servant-Leader activities Activity Insight, from which reports are generated. Faculty should have all activities entered and reports generated for review prior to the annual meeting with their chair.

By April 15, all servant-leader instruments will be administered by the Office of Faculty Evaluation. Scores will be calculated and reported in Activity Insight so that faculty can view them and include them in a Scoring Summary Report.

By April 15, faculty wishing to utilize the faith integration preview option must submit materials to faithintegration@apu.edu.

By May 31, and before the goal-setting and review meeting with the chair or supervisor, faculty should update in Activity Insight all E-M, S-P and S-L activities. Faculty should also generate goals and expectations for the upcoming academic year.

Beginning June 1, faculty meet with their department chairs (or chairs meet with their Deans) to engage in a performance review. As part of the review, supervisors review the faculty member's FES 2: Activity Report, and narrative reflection, which is submitted in Activity Insight at the link Annual Reports and Faculty Reflection on Goal Attainment and Performance. Department chairs (or Deans) then provide feedback on the faculty member's performance in the Activity Insight section entitled Annual Supervisor Feedback and Evaluation of Faculty.

By June 30 in the final year of a data collection cycle only (e.g., year 3 of a 3-year data collection cycle), the faculty member must submit all required faith integration materials for extended contract and/or promotion to faithintegration@apu.edu

By July 31, supervisors have recorded in Activity Insight an evaluation of their entire faculty, including the submission of ratings in all 3 primary roles and the provision of narrative feedback.

By August 15, supervisors should have approved the Goals and Expectations Reports of all faculty for the upcoming year.

By October 31, faculty will receive or be able to access scoring summary reports that summarize the scores or ratings obtained to date. In the final year of a data collection cycle, the scoring summary reports will also include the faith integration score(s). Supervisors are responsible for generating the official multi-year scoring summary report for any faculty who are downloading data for a contract decision; this report gets uploaded to the contract recommendation or rank promotion link in Activity Insight.

By November 15, any grievance or appeal associated with scores or ratings in the data summary report must be submitted in accordance with the Academic Due Process & Grievance Policies identified in section 4.2.

By December 15, department chair and Dean recommendations for all extended contracts and rank promotions must be recorded in Activity Insight. Term Tenure and Rank Promotion Review Committees will be convened to review and make recommendations on materials submitted for initial term tenure, promotion to Professor and, upon request, any extended contract and promotion recommended that is believed to be accurate.

By January 15, department chair, Dean and (when appropriate) TTRP recommendations for all extended contracts and rank promotions must be recorded in Activity Insight.

Non-renewal decisions for faculty on one-year contracts are communicated by in accordance with University timelines.

By April 1, contracts will be issued by the Office of the Provost.

d. Data Collection and Contract Issuance for New Faculty

Typically, new faculty members are hired on one-year contracts. New faculty will collect data during their first year and continue for three academic years, subject to annual contract renewal. (Unless special circumstances exist, faculty hired in spring months will begin data collection the following academic year). After three complete years of data collection, the FES 4: Scoring Summary Report is reviewed in the fall semester of the fourth year and a contract recommendation is made, becoming effective in the fall semester of the fifth year.

During their first academic year, new faculty will meet with department chairs by January 31 for a mid-year progress review. If a faculty member is unsuccessful in achieving a three-year contract decision, the chair and Dean may choose not to renew the contract or may choose to offer a one-year conditional contract. If offered, the one-year conditional contract will specify goals and expectations for improvement. Further one-year contracts beyond the fourth year may only be granted with the approval of the Dean and Provost.

In extraordinary cases, new faculty may be offered the opportunity to pursue an expedited extended contract or rank promotion, in which case only two years of FES data are collected before making a decision. Faith integration materials are due June 30 at the end of the second year of data collection. A contract decision is rendered in the third academic year, with an effective date occurring in the fourth year.

In cases where an expedited contract is offered, department chairs and Deans should set a higher level of expectation for faculty performance than the University minimums (e.g., IDEA scores above 55; published works, etc.). Additionally, the Office of Faith Integration and the Office of Faculty Evaluation must be notified no later than January 15 of any year in which an expedited review is anticipated.

e. Faculty Development and Faculty Evaluation

Faculty evaluation and faculty development are intertwined at APU. With the recognition that the skills required for proficiency in Educator-Mentor, Scholar-Practitioner, Servant-Leader and Faith Integration may take time to develop, every effort is made to provide faculty members with resources that will help them grow in their areas of giftedness and strength, so they can successfully advance at the University. The Center for Teaching, Learning, and Assessment (CTLA) provides resources and support to faculty to facilitate their successful advancement. Faculty new to the University are expected to participate in new faculty orientation, faith integration seminars, and other professional growth opportunities offered through CTLA as specified at the time of hire. All faculty are encouraged to use the support offered by CTLA professionals to assist in their further development.

Azusa Pacific University Faculty Handbook

Section 7.2 • Assessment of Faculty Roles in FES

Most Recent Policy Revision: March 2014

Assessment of Faculty Roles in FES

The following section describes the various roles that are assessed and evaluated in the Faculty Evaluation System (FES). The benchmarks needed to attain advancement are described in detail in Section 7.4.

1. Educator-Mentor

The Educator-Mentor role encompasses activities associated with teaching, curriculum development, advising, supervision, and other forms of educational support. While each faculty member's level of contribution may vary, all full-time faculty are expected to teach effectively, develop curriculum as appropriate, advise or mentor students, and perform Educator-Mentor activities needed by the department. Evidence for evaluation in the Educator-Mentor role includes at least three sources (more may be offered by the faculty member): 1) IDEA scores (and other measures of teaching effectiveness), 2) Educator-Mentor activities, and 3) a Chair's rating of Overall Educator-Mentor Effectiveness.

a. Teaching Effectiveness

1) IDEA Scores

Azusa Pacific University utilizes the IDEA (Individual Development and Educational Assessment) system to make judgments about teaching effectiveness. IDEA is a standardized, nationally normed instrument that measures students' perceived learning gains, as well as students' perceptions of the overall excellence of the teacher, in a given course. Knowing that instructors can encounter student groups and classroom characteristics that may inadvertently disadvantage or advantage the evaluations students produce, IDEA statistically adjusts for known influences beyond an instructor's control and calculates an adjusted score to more accurately reflect the real learning likely to have taken place. IDEA also provides a comparison to other students in the same faculty-selected discipline. In the FES system, faculty may choose for any course either the raw converted or adjusted converted score, as well as the comparison to the national database or discipline selected by the faculty member.

a) Selecting the Appropriate Number of Courses to Evaluate

Faculty who are new to the University and faculty on one-year contracts must administer the diagnostic form of IDEA and report scores in 100%

of courses taught during the first three years of full-time employment and data collection.

Once a faculty member has achieved a 3-year extended contract, only 50% of the courses may be evaluated and recorded using either the diagnostic or short form of IDEA.

Faculty on 5-year term-tenure contracts evaluate and record no more than 30% of their courses annually across their data collection cycle. Based on faculty composition, each School will be allotted a fixed amount of money allocated to the IDEA process. Departments or Schools that choose to utilize IDEA in a greater number of courses than required for faculty evaluation will need to cover those costs.

b) Obtaining and Administering IDEA Evaluations

The process for obtaining IDEA forms varies based on the department in which a faculty member works. Faculty should confirm the appropriate process with their Department Chair, supervisor, or the Center for Teaching, Learning, and Assessment. In most cases, faculty request IDEA forms from the Office of Faculty Evaluation using an online request form at least two weeks prior to the date on which they wish to administer the instrument. For faculty wishing to administer hard copies of IDEA, a packet of materials will be sent to the faculty member with the correct number of student rating forms, a copy of the required faith integration questions, and a Faculty Information Form. Faculty wishing to use an electronic administration must also use the online request form, but their materials will be set up in such a way so that students receive their assessment instruments via e-mail or a web link. Faith integration questions will be automatically included in the electronic form, and faculty must still complete the Faculty Information Form electronically.

IDEA instruments should be administered to students during a class period or online toward the end of the term. Prior to classroom administration, faculty must complete the Faculty Information Form, which identifies the educational objectives on which students should have made progress and other important information about the class that is being taught. Guidelines for completing the Faculty Information Form and for classroom administration can be found on the Office of Faculty Evaluation website. On the day of classroom administration, the faculty member should leave the classroom but stay nearby; a student will collect all forms and return the packets to the Office of Faculty Evaluation.

Completed IDEA forms are mailed to an outside publisher for scoring and IDEA summary reports are returned to the Office of Faculty Evaluation. The Office distributes an electronic copy of each faculty

member's summary report to the faculty member and a hard copy report to the Department Chair/supervisor. In some cases, the supervisor distributes IDEA results to the faculty member. For courses that administer a hard copy of the instrument, original scantrons with student comments are returned to the department for dissemination, comments are already typed and are returned to the faculty member and Department Chair.

2) Other Measures of Teaching Effectiveness

Faculty who do not teach in traditional classroom settings may use other forms of teaching data to supplement the sources of evidence in the Educator-Mentor role. These data may include the library faculty classroom teaching assessment, classroom observations or single-class guest lecture evaluations, or single-class workshop evaluations. Faculty, with prior approval of the dean or chair, may identify other forms of evidence as appropriate.

3) Obtaining a Teaching Effectiveness Score in FES

a) Calculating a Teaching Effectiveness Score

For each course evaluated, data are uploaded into Activity Insight by the Office of Faculty Evaluation. The raw converted score for Progress on Relevant Objectives (PRO) and the raw converted score for Overall Excellence of the Teacher (ET) are utilized to calculate teaching effectiveness scores; however, faculty may utilize the adjusted converted score if it is higher. Faculty must request a change in score by using the request form at the IDEA Scores link within Activity Insight. A Teaching Effectiveness score is obtained annually by averaging the score on the two indicators. Specifically, an annual, cumulative PRO score and an annual, cumulative ET score is calculated across classes and then averaged to obtain an annual Teaching Effectiveness score. In order to achieve an extended contract or rank promotion, faculty are expected to meet the minimum Teaching Effectiveness score articulated in Section 8.4 for the advancement being sought.

b) Viewing Teaching Effectiveness Data

Each year, faculty can view their IDEA results in several formats. Scores are posted for each course in Activity Insight. Additionally, an annual IDEA Scores Report may be generated by the faculty member in order to review performance in teaching. The IDEA Scores Report calculates an average score across all courses in an academic year for the Overall Progress on Relevant Objectives and the Overall Excellence of the Teacher. The IDEA Scores Report can be generated across multiple years, giving a cumulative average for each score across all courses in the years that are being assessed. Additionally,

cumulative IDEA scores are calculated in the Summary Scoring Report, which compiles all relevant data for an academic year into one report. The IDEA Scores Report and Scoring Summary Report utilize data from all of the courses that are recorded in Activity Insight. If for any reason a faculty member wishes to have course data removed from Activity Insight, the request form within the IDEA Scores link in Activity Insight must be completed and approved by both the department chair and Dean. A legitimate reason must be provided for the removal of scores. Having too many scores or having scores that are unusually low are not in and of themselves legitimate reasons to remove data. Reasons for score removal typically include the pre-agreed use of IDEA as a developmental tool to gather information about a new course or a newly revised course or unusual classroom circumstances that knowingly contributed to atypical scores.

c) Scores for Other Measures of Teaching Effectiveness

Faculty in departments who utilize other university-approved forms of assessment for teaching effectiveness will need to identify appropriate ways for calculating a teaching effectiveness score and to set appropriate standards for each level of extended contract and promotion. Standards must be reviewed and approved by the Faculty Evaluation Council and Faculty Senate. The data collected may include percentages, averages, or other quantitative data. Departments who wish to use a classroom observation form as an official source of data may also set minimum scores that may serve to inform decisions about teaching effectiveness.

d) University-Approved Faith Integration Items

Faith Integration is an educational distinctive of Azusa Pacific University. Whenever possible, faculty are expected to incorporate principles of the Christian faith into the curriculum and to model a Christian perspective of truth and life. As one source of evidence of faculty effectiveness in faith integration, students report their levels of agreement with several statements that articulate expected faith integration outcomes for each course.

(1) Use of Faith Integration Item Scores

Faith integration scores are obtained as part of the IDEA process. These items are provided to the faculty member under the "Additional Questions" section when they receive their IDEA forms from the Office of Faculty Evaluation. This data is a valuable source of evidence for the further development of the faculty member and results will be incorporated into program review; however, faith integration scores are not recorded in Activity Insight nor are they calculated as part of the scoring summary reports.

b. Educator-Mentor Activities

In addition to teaching, faculty may be required to develop curriculum, supervise labs, advise, mentor, or supervise students, coordinate internships, lead study tours, or other educational tasks as requested by faculty or needed by the department. As part of the evaluation system, no later than May 31 faculty's educator-mentor activities are entered into an online database for evaluation by the department chair.

c. Overall Educator-Mentor Effectiveness

The Chair's rating of overall Educator-Mentor effectiveness is based on expectations from goal setting, as measured by faculty performance, and review of E-M activities entered into the database. The categories of evaluation that can be assigned by the chair are: "well above expectations, above expectations, meets expectations, below expectations (with explanation), and well below expectations (with explanation)." Ratings are entered by the supervisor for each faculty member on an annual basis in Activity Insight.

2. Servant-Leader Role

Every faculty member is called to service. Service to the department and University is expected and may take various forms, and service to the community and profession is strongly encouraged. Faculty are also expected to work productively and collegially within their academic units.

In the Faculty Evaluation System, the Servant-Leader Role is assessed across three components:

a. Department Peer Evaluation of Collegiality and Department Faculty Evaluation of Department Chairs

Department Peer Ratings of Collegiality (SL2) refers to faculty members' overall ability to work collaboratively and productively as members of the department or unit in which they are employed, as determined by persons in their department. If the faculty member being assessed is a Department Chair, the survey (Department Faculty Evaluation of Department Chair) (SL4) adds in additional set of items that evaluate that person's leadership abilities in the department. Both instruments are completed anonymously by department faculty and the primary administrative assistant.

The assessment instrument used for the summary rating is a multi-item survey that is e-mailed and completed anonymously by department faculty and by the primary administrative assistant. Scores are averaged across each item and a global, average score on the instrument is calculated and reported in Activity Insight. Included as part of the survey is a space for optional, constructive comments.

Although only one global score is reported in Activity Insight for purposes of evaluation, in order to promote the further development of each faculty member, the distribution of scores for each item is shared with the direct supervisor, although no names are included in the distribution. Additionally, all comments are collected by the Office of Faculty Evaluation and shared in a group summary with the faculty member's supervisor who is encouraged to share themes that emerged but is strongly encouraged not to directly share the comments with the faculty member. While all attempts are made to maintain complete anonymity with this process, in the event of any legal action, comments may be attributed back to the person who wrote them.

The servant-leader surveys are distributed and administered by the Office of Faculty Evaluation each spring. Scores are calculated and posted in Activity Insight by May 31.

b. Servant-Leader Activities

As part of the evaluation system, no later than May 31, faculty members enter their servant-leader activities into Activity Insight for evaluation by the department chair. Examples of university-recognized service and leadership activities include service on university Councils, committees, task forces, service on departmental and School committees and task forces, participation in student mentoring, discipleship programs coordinated by Student Life, service and leadership activities within the profession, service activities within the community and church, and other forms of service and leadership activities agreed upon by the faculty member and dean/chair.

c. Overall Servant-Leader Effectiveness

The chair's rating of overall Servant-Leader effectiveness is a qualitative judgment based on expectations from goal setting, as measured by faculty performance, review of peer collegiality scores, and review of servant-leader activities. The categories of evaluation that can be assigned by the chair are: "well above expectations, above expectations, meets expectations, below expectations (with explanation), and well below expectations (with explanation)." Ratings are entered by the supervisor for each faculty member on an annual basis in Activity Insight.

3. Scholar-Practitioner Role

a. Determining Scholarship Expectations

In addition to effective teaching and service, all full-time faculty are expected to advance the knowledge of their discipline through scholarship. Understanding that scholarship is defined differently across various disciplines, faculty members in each department and school define and set expectations for scholarship based on several factors: established national norms, comparisons to departments at institutions with similar workloads and support for research, departmental priorities

and resources, and other appropriate evidence. Department scholarship expectations are agreed-upon and then communicated by department faculty via the completion of a scholarship template, which must be reviewed for consistency and equity through appropriate faculty governance structures as determined by the Senate, as well as by the Dean and Office of the Provost.

Once departmental norms are established, scholarship goals and expectations for individual faculty members are developed by the faculty member and the department chair in the goal-setting and review meeting. Expectations for individual faculty will be set in the context of the needs of the department, the faculty member's demonstrated talent, the role of the faculty member in the department, and the advancement level being sought.

b. Acquiring a Scholar-Practitioner Score

Throughout the academic year, but no later than May 31, the faculty member enters scholarship activities into the online database. Examples of appropriate scholarly activities may include both scholarly products such as books, journal articles, recordings, performances, and conference presentations, as well as scholarly activities, including the development of surveys or instruments, editing or reviewing submissions for journals or conferences, chairing dissertation committees, participation in conference panel discussions, or presentations at APU's Common Day of Learning. Final determinations about the appropriateness of any individual scholarly activity or product are made in accord with established department norms.

The department chair reviews the scholarship production of faculty and provides an overall rating of effectiveness based on pre-established and agreed-upon expectations. The categories of evaluation are: "well above expectations, above expectations, meets expectations, below expectations (with explanation), and well below expectations (with explanation). "If a faculty member is seeking a rank promotion, department chairs will also determine if the faculty member has met the appropriate scholarship requirements for rank promotion. Ratings are entered by the supervisor for each faculty member on an annual basis in Activity Insight.

Azusa Pacific University Faculty Handbook

Section 7.3 • Faith Integration in FES

Most Recent Policy Revision:: March 2014

Academic Faith Integration in FES

1. Defining Academic Faith Integration in FES

The ability of faculty members to integrate the Christian faith into their academic vocation is foundational to the mission of Azusa Pacific University. As a result, all faculty members are expected to demonstrate a commitment to developing the competencies related to integrating their faith into each aspect of their academic endeavors. While APU recognizes that faith integration has many expressions, the University believes that the Christian faith can and should be integrated into the professional activities of its faculty within their discipline

Faith integration is of central importance to the mission of APU. As such, the faith integration assessment requirements are designed to confirm that faculty members sufficiently understand, and are engaged in, faith integration as expected of them in their faculty role. While a faculty member engaged in faith integration is assumed to have a personal Christian faith, the purpose of faith integration assessment is neither to monitor, critique, or measure that faith. Its purpose, furthermore, is not to ensure a “correct” theological position. .

An integrative process is understood here as one that brings two or more things together at the level where each informs the others. APU defines academic faith integration as, “the informed reflection on and discovery of the relation(s) between Christian faith and the academic disciplines, professional programs and lived practice, resulting in the articulation of Christian perspectives on truth and life in order to advance the work of God in the world.” All faculty at APU are required to be engaged in integrating their faith and their discipline. Genuine integration of faith and any academic discipline is ultimately an ongoing process where we search for and apply the unity of God’s truth found in our faith and our discipline.

(For further discussion of APU’s definition of faith integration, see the [Faith Integration Faculty Guidebook](http://www.apu.edu/faithintegration) found at www.apu.edu/faithintegration)

2. Descriptions of Developmental Competence in Academic Faith Integration

It is expected that all faculty members at APU will become proficient in faith integration. However, the emergence of some faculty who are advanced and expert is also necessary for the further equipping of our academic community at APU and for advancing the work of God in the world through faith-based scholarship. The following descriptions briefly portray 5 developmental stages in faith integration competency.

Novice in faith integration:

The faculty member does not yet demonstrate evidence of faith integration either generally or in the context of his/her teaching or scholarship. The faculty member may show some confusion in understanding academic faith integration through descriptions of her/his personal faith commitment, student mentoring, or participation in faith-based initiatives other than those related to the individual's faculty role. Supportive resources are either not utilized, are poorly utilized or are not academically appropriate.

(This competency level correlates with a score of 1 as defined in Section 5 below.)

Developing in faith integration: The faculty member shows a growing understanding of academic faith integration in general, and in her/his discipline. Evidence from the faculty member's teaching or scholarship can be described but may not be fully developed. The faculty member shows initial thinking related to how the Christian faith (and/or her/his own faith tradition) and her/his academic discipline are mutually informative. Limited supportive materials are used well and are appropriate for the faculty member's academic assignment.

(This competency level correlates with a score of 2 as defined in Section 5 below.)

Proficient in faith integration: The faculty member articulates a clear understanding of academic faith integration and can give thoughtful examples of faith integration in the context of his/her discipline. Evidence of developed faith integration practice can be unambiguously described related to the faculty member's teaching or scholarship. The faculty member can clearly describe how the Christian faith (and/or his/her own faith tradition) and his/her academic discipline are mutually informative. Additional supportive resources are meaningfully chosen, well-used, and appropriate for the faculty member's academic assignment.

(This competency level correlates with a score of 3 as defined in Section 5 below.)

Advanced in faith integration: The faculty member demonstrates mature understanding and engagement in academic faith integration as illustrated by examples in her/his disciplinary scholarship and/or instruction (i.e. academic faith integration models or materials that are being developed for by other educators/scholars in either instruction or scholarship). The faculty member effectively uses a variety of scholarly resources to offer integrative solutions to disciplinary challenges in which the Christian faith and disciplinary content have relevant presence. The faculty member also offers service to her/his academic program related to faith integration and evidences the qualifications to mentor other faculty in academic faith integration.

(This competency level correlates with a score of 4 as defined in Section 5 below.)

Expert in faith integration: The faculty member demonstrates expertise in both understanding, and engaging in, academic faith integration across disciplines as well as in his/her discipline-oriented specialty area. This can be seen through numerous

examples in their scholarship and instruction, as well as in faith integration models or materials developed by the faculty member for use by others in teaching and scholarship. The faculty member effectively uses a robust assortment of scholarly resources to offer integrative insights that challenge, deepen, or make use of his/her discipline from the perspective of Christian faith. The faculty member leads faith integration efforts in their academic program and mentors other faculty in academic faith integration.

(This competency level correlates with a score of 5 as defined in Section 5 below.)

An integrative process is understood here as one that brings two or more things together at the level where each informs the others. APU defines academic faith integration as, “the informed reflection on and discovery of the relationship(s) between Christian faith and the academic disciplines, professional programs and lived practice, resulting in the articulation of Christian perspectives on truth and life in order to advance the work of God in the world.” All faculty at APU are required to be engaged in integrating their faith and their discipline. Genuine integration of faith and any academic discipline is ultimately an ongoing process where we search for and apply the unity of God’s truth found in our faith and our discipline.

3. Assessing Faith Integration in FES

a. Overview and Schedule

At the conclusion of the data cycle, and prior to a decision regarding extended contract and/or promotion, there are several possible faith integration products that are submitted by faculty to the Office of Faith Integration for assessment and scoring in a faculty peer review process. Differing levels of proficiency are expected based on the type of extended contract or level of promotion sought. Regardless of the levels of proficiency required, the reviewers of FES faith integration materials take into consideration the resources available to a faculty member, the standards of that faculty member’s discipline, the unique challenges of a faculty member’s class assignments and the challenges within that person’s scholarly community. The criteria used when considering responses focus on the level of clear and thoughtful reflection given by the faculty member.

b. Preview Opportunity

Faculty members are strongly encouraged to submit their materials via <http://www.apuctla.org/form/view.php?id=16968> by April 15th for preview. One reviewer is asked to provide both evaluation and feedback on the submission. If that review results in the required score, it goes to a second reviewer. If the average of the two reviews achieves the required score, the faculty member will be notified and will not be required to rewrite. Faculty whose submissions do not achieve the required score will receive formative feedback by June 1. In many cases the feedback will provide opportunities for editing and improving the submission. Final submissions are to be submitted no later than June 30th.

c. Selection of Faith Integration Reviewers

- 1) Faculty peer reviewers are employed to evaluate the quality of submitted work. Faith Integration reviewers are selected and appointed for two-year terms by a hiring committee that includes at minimum the Chair or qualified voting member of the Faith Integration Council, Associate Provost of the Center for Teaching, Learning, and Assessment, the Director of Faith Integration, and the Faith Integration Faculty Evaluation Fellow.
- 2) Qualifications of Faith Integration Reviewers

To be selected as a faith integration reviewer, applicants must be full-time faculty, hold a rank of Associate Professor or Professor, and meet one of the following two criteria:

- a) They have been recognized as being at a level of advanced or expert competency on at least one of the following:
 - The faith integration paper they have written for their own advancement
 - Papers submitted for the faith integration seminars provided by APU
 - Responses provided to the structured role questions in CFEP or the Faith Integration Response Paper in FES
 - A faith integration paper they have written for another CCCU institution in the process of applying for tenure or promotion
- b) They have published in faith integration in their discipline

d. Reviewing Faculty Work

Each faith integration submission is to be turned in no later than June 30 and reviewed by two faith integration reviewers who are assigned by the Faith Integration Faculty Evaluation Fellow. Every effort is made to ensure that at least one reviewer is familiar with the discipline of the faculty member submitting materials.

1) Summative Feedback

The assessment of faith integration materials results in two kinds of feedback. Summative feedback is given in the form of a score as delineated in section 5, below. For each submitted FIRP, faith integration reviewers function independently, assigning a score that indicates how the work correlates with the 5 developmental stages described below and in accordance with the rubric(s) found in the [Faith Integration Faculty Guidebook](http://www.apu.edu/faithintegration/re-sources) www.apu.edu/faithintegration/re-sources. If the reviewer's scores disagree by more than one point (e.g. a numeric difference of greater than 1) a third review

will be secured. Reviewer scores (either 2 or 3) are averaged for the final summative evaluation score which serves as the faith integration component in FES advancement decisions.

2) Formative Feedback

The review process also aims to provide formative feedback to faculty for each FES faith integration submission. General comments, positive affirmation, recommendations for improvement, and constructive critique are the kinds of feedback that may be offered. Formative feedback is especially valuable for individuals who have submitted their materials for preview on April 15 of the year they are due by June 30. It is also helpful when a faculty member is reviewing a previous year's submission in preparation to submit faith integration materials for an upcoming contract or promotion decision.

e. Academic Integrity in Faith Integration

All faith integration submissions should represent the highest standards of academic quality and integrity. Using the work of students, other faculty, or use of other's work without proper referencing is considered plagiarism and may result in termination. Faculty submissions will be screened and analyzed to ensure the integrity of the submitted work. If a work is identified as allegedly plagiarized or contains other aspects of potential academic dishonesty, a review process will be implemented through the Office of the Provost.

4. FES Faith Integration Submission Requirements

a. Faith Integration Response Paper (FIRP) for Extended Contract

Faculty seeking a 3-year extended contract*, renewal of a 3-year contract*, a first term-tenure contract*, or a renewal of a term-tenure contract* are asked to submit a Faith Integration Response Paper as described below. Respond to the prompts in Part 1 as a means of showing your conceptual understanding of, and approach to academic faith integration.

In Part 2, faculty members are to include specific examples of how they have applied their conceptual understanding in their faculty role at APU. The paper should be from 1800 to 3500 words addressing each element described below. Typically, faculty members devote approximately half of their paper to the first part and half to the second part, although this is not required or ideal in every case. In part one, the quality of discussion, thoughtful use of relevant sources and insightful connections is foremost. In the second part, clearly articulated examples, linked to the conceptual discussion, are important.

Part 1: Conceptual understanding (Please address each one.)

- 1) Describe your understanding of academic faith integration, as defined in section 7.3.1., and its relationship to your discipline.

- 2) Describe how the Christian faith, or your particular Christian faith tradition, informs the way you understand and/or practice your academic discipline.
- 3) Describe how your academic discipline informs matters or practices in the Christian faith, or your particular Christian faith tradition.

Part 2: Practical application

Provide narrative examples of what faith integration look like in your faculty role (specific courses taught, scholarly projects engaged in, academic program contributions). Your responses should have logical connections to your conception of faith integration as articulated in Part 1, above. (The following questions/prompts may guide you toward describing your efforts more specifically. You do *not* need to address each one.)

- Describe and discuss specific examples that illustrate how you integrate your faith and your discipline in scholarship and/or instruction.
- Describe and discuss how course assignments, group projects, use of texts, lectures, and/or course design, etc. help you achieve your goals related to academic faith integration.
- Describe and discuss attempts at academic faith integration in the classroom that haven't worked, reflecting on what kept your attempt from being successful and what could make it effective in the future.
- Describe and discuss the ways you have worked from a faith integration perspective to address issues, concerns, opportunities, controversies, conflicts, or difficulties in your discipline in the context of teaching or scholarship or departmental service.
- Describe and discuss relevant discipline-specific faith integration materials (e.g. academic books and articles) you have explored and how they have contributed to faith integration in your faculty role(s). (If there are no relevant faith integration materials in your area, what general faith integration materials have informed your efforts to integrate your faith into your faculty role?)

(Further input for understanding and preparing the FIRP can be found in the Faith Integration Faculty Guidebook.)

- b. Faculty seeking to renew an extended or term-tenure contract are required to submit a modified/updated Faith Integration Response Paper.

Faculty members need to keep in mind that they may need a higher score than they received on their last submission, depending on their current contract and/or promotion goal. See 5. Scoring Requirements.

Two approaches are described below.

Option 1: You do not need to completely re-write an earlier FIRP (unless it was a CFEP paper in which case see Option 2 below). Instead, use your previous paper,

updating or modifying it via addendums that define new insights, improvements, and/or applications related to academic faith integration in your faculty role. You may choose to discuss new challenges you've encountered, innovative efforts you've made to address those challenges, new materials discovered to help in faith integration, new instructional assignments, new scholarly work in faith integration, etc. Also note where there have been no changes.

Option 2: Write a new FIRP. This may be necessary if (a) you have had substantially new conceptual insights about academic faith integration which have had implications on what you have done in terms of practical application or (b) your most recent FIRP was written as part of CFEP which had different requirements. In this case, you are encouraged to use the material from one of your previous "proficient" papers for the modification/update described here. It is important however, to write the new submission according to the format given above in 4.a.

c. Additional Faith Integration Requirement for Faculty Seeking a Rank Promotion to Associate Professor

(Further input for understanding and preparing the additional requirement can be found in the [Faith Integration Faculty Guidebook](#).) In addition to the score that must be obtained on the Faith Integration Response Paper, faculty wishing to seek a rank promotion to Associate Professor will be required to submit one of the following products as described.

Option 1: Associate Professor Faith Integration Demonstration Paper short essay of 8-12 page (approx. 2800-4200 words) (Discuss any need for clarification, or for exception to the description below, with the Office of Faith Integration prior to commencement of the project.)

In order to demonstrate their ability to carry out faith integration scholarship at the associate professor level, you are to prepare a scholarly referenced paper as follows:

Define and discuss an issue within your discipline or your understanding of the Christian faith in which you perceive a problem or opportunity for academic faith-discipline integration. Your aim, in this paper, is not to solve the problem or completely develop the opportunity, but to show your ability to thoughtfully articulate the integrative challenge or potential. This paper will appear as a problem analysis, resulting in recommendations for further scholarly work.

Evidence of proficiency is shown by use of appropriate academic sources suitable to scholarly work carried out by an associate professor at APU; it should be consistent with departmental scholarship standards; it should be presented with the polish appropriate to associate professor level publications in your field and written according to your discipline's academic format (Chicago, APA, MLA, etc.).

NOTES:

1. Dual-authored papers or those resulting from collaborative work are only permitted with prior endorsement from the Office of Faith Integration since they are typically difficult to assess in terms of individual faith integration proficiency.

This discussion should take place no later than the beginning of the academic year.

2. This material may be useful for the faculty member's later promotion or outside publication.

Option 2: Critical Bibliographic Review

Submit a critical bibliographic review that includes resources you are using to improve your understanding and practice of academic faith integration. This document should demonstrate your understanding of the content and application of these resources in your instruction and/or scholarship. The requirements are as follows:

1. Select 8 entries (no more, no less), including at least 2 peer-reviewed journal articles or essays from an academic anthology and at least two academic books. The rest can be any combination of academic books or essays and peer-reviewed journal articles.
2. Write a 1-page (approx. 350-500 words) evaluation of each source.
3. Each 1-page write up should do the following:
 - a. Review what was stated in the book or article
 - b. Offer critical analysis from a Faith Integration perspective
 - c. State how the reading has changed, challenged, guided, or informed the way you think, teach in the classroom, and/or do scholarship/research in your discipline from a Faith Integration perspective

Note: This material may be useful for the faculty member's future faith integration scholarship.

Option 3: Creative or Scholarly Project and Interpretive Essay

Note: This option is offered on two assumptions: (1) That some faith integration scholarship is informed by faith-based reflection but may not explicitly utilize faith-based language. Although such work is presumably directed by Christian thought (that is, the scholar has carefully considered the integrative task), the scholarly audience may not be sympathetic to matters of faith and/or the faith-basis of the author may not be overtly evident to some readers. (2) That the scholarly products of some faculty are represented as performance, portfolio, or project, rather than written scholarship.

Submit a creative or scholarly project along with a short essay of 5 to 10 pages (1800-3500 words) explaining how the creative or scholarly project demonstrates the integration of your faith and your discipline.

The essay will function like a concept map in which you show how concepts, themes, artifacts, aspects, and/or approaches, etc. within the Christian faith. The essay must exemplify a scholarly understanding of the Christian faith and significant engagement with your discipline. The essay must exemplify a scholarly understanding of the Christian faith and significant engagement with your discipline.

Although relevant, a faith-based motivation is not sufficient. It may, however, be part of the essay which is written to provide a reasoned commentary showing how your work connects to the Christian faith. The essay should include academic (disciplinary) and faith materials, cited appropriately.

It is recommended that faculty discuss their interest in this option with the Office of Faith Integration before proceeding.

NOTE:

If you have an idea for the additional faith integration submission required for promotion to associate professor that does not appear to correlate with Options 1-3, please seek out the Office of Faith Integration for consultation.

d. Additional Faith Integration Requirement for Faculty Seeking a Rank Promotion to Professor

In addition to the score that must be obtained on the Faith Integration Response Paper, faculty seeking a rank promotion to Professor will be required to submit one of the following described works.

(Further input for understanding and preparing the additional requirement can be found in *the Faith Integration Faculty Guidebook*.)

Option 1: Professor Faith Integration Demonstration Paper (approx..10-30 pages)
(Discuss any need for clarification, or for exception to the description below with the Office of Faith Integration prior to commencement of the project.)

Write a referenced paper that demonstrates your proficiency in the practice of integrating themes from the Christian faith with your discipline. The submission needs to substantiate that you have developed to the level that you are fully able to interact with other professionals in your field, in terms of academic faith integration. This paper is to be an actual example of professor-level integration in your area of scholarship, not a report of it. In a scholarly way it should address one or more important issues– problems or opportunities – within your discipline and/or faith, and therefore, demonstrate how your faith is informed by your discipline and/or how your discipline, or practice, is informed by your faith. Evidence of your proficiency is shown by your interaction with appropriate academic sources suitable to scholarly work carried out by a professor at APU; it should be presented with the polish appropriate to professor-level publications in your field and written according to your discipline’s academic format (Chicago, APA, MLA, etc.).

NOTES:

1. Dual-authored papers or those resulting from collaborative work are only permitted with prior endorsement from the Office of Faith Integration since they are typically difficult to assess in terms of individual faith integration proficiency. This discussion should take place significantly in advance of submission deadlines.
2. This material may be useful for the faculty member’s ongoing faith integration scholarship and publications.

Option 2: Literature Review

If you are accustomed to utilizing literature reviews, you may submit a scholarly synthesis consisting of academic literature that is relevant to the integration of faith and your area of academic expertise. Unlike the critical bibliographic review (Section 4.c, Option 2) or an annotated bibliography, the literature review utilizes the range of available scholarship addressing a current discussion or topic in a way that informs the specialist within the field. The literature review, furthermore, suggests direction for further research.

The literature review has an introduction and a concluding summary, offering a thematic discussion of the topic, based on relevant literature in the main body of the document.

1. Select 8 or more resources that provide opportunities for faith integrative discussion on an area of knowledge or practice related to your academic field. Some sources may be explicitly faith related, while others may not. In the literature review, however, they can be brought into conversation to illustrate something distinctive in an area relevant to your work as a Christian academic. The literature review invites you to identify and engage with the resources that have added depth to the work you do in your assigned areas of teaching and/or scholarship.
2. Your written discussion should do more than just evaluate the literature. Your review may show your knowledge of the area of consideration, develop a new idea or practice, identify key questions and issues, comment on majority and minority thinking on a topic, and/or make connections between otherwise unconnected material.
3. The literature review should be approximately 10-30 pages and be the kind of scholarly work done by a professor level faculty member at APU. It should be consistent with departmental scholarship standards and presented with the polish appropriate to professor level literature reviews in your field and written according to the academic format of your academic field.

Option 3: Creative or Scholarly Project and Interpretive Essay II

Note: This option is offered on two assumptions: (1) That some faith integration scholarship is informed by faith-based reflection but may not explicitly utilize theological language. Although such work is presumably directed by Christian thought (the scholar has carefully considered the integrative task), the scholarly audience may not be sympathetic to matters of faith and/or the faith-basis of the author may not be overtly evident to some readers. (2) That the scholarly products of some faculty are represented as performance, portfolio, or project, rather than written scholarship.

Submit a creative or scholarly project along with a short essay of 8 to 12 pages (approx. 2800-4200 words) explaining how the creative or scholarly project demonstrates the integration of your faith and your discipline. The essay will function

like a concept map in which the faculty member shows how concepts, themes, artifacts, aspects, and/or approaches, etc. within the project are connected to concepts within the Christian faith. The essay must exemplify a scholarly understanding of the Christian faith and significant engagement with your discipline.

Although relevant, a faith-based motivation is not sufficient. It may, however, be part of the essay which is written to provide a reasoned commentary showing how your work engages with the Christian faith. The essay should include academic (disciplinary) and faith materials, cited appropriately.

This project may be a new project or a continuation/expansion of the project submitted for promotion to Associate Professor, but must be at a level of scholarly expression or articulation appropriate to the rank of Professor.

If this is a continuation/expansion of the project submitted for promotion to Associate Professor, the accompanying essay must also include a short discussion/reflection of the previous project in comparison to this project. The purpose of this is to articulate your growth and understanding of academic faith integration within your discipline.

It is recommended that faculty discuss their interest in this option with the Office of Faith Integration before proceeding.

Note:

1. If you have an idea for the additional faith integration submission required for promotion to Professor that does not appear to correlate with Options 1-3, please contact the Office of Faith Integration for consultation
2. The Faith Integration Demonstration Paper or Creative Scholarly Project and Interpretive Essay II may be listed as a scholarly work within the faculty member's Scholar-Practitioner activities

5. Scoring Requirements for Faith Integration Submissions

Complete criteria for each type of advancement being sought can be found in Section 7.4. The table below summarizes only faith integration advancement criteria. Failure to meet these criteria may result in the issuance of a one-year conditional contract; offered at the discretion of the Dean and Provost.

- a. First 3-year contract:
 - 1) Submission of the Faith Integration Response Paper; average reviewer score of 2.0 [If a contract is given with a Faith Integration score below 3.0, faith integration development, resources, and opportunities are needed.]
- b. Renewal of 3-year contract:
 - 1) Submission of the Faith Integration Response Paper; average reviewer score of 3.0
- c. First term-tenure (5-year) contract:
 - 1) Submission of an updated/modified Faith Integration Response Paper; average reviewer score of 3.0

- d. Renewal of a term-tenure contract:
 - 1) Submission of an updated/modified Faith Integration Response Paper; average reviewer score of 3.0
 - e. Promotion to Assistant Professor:
 - 1) Submission of the Faith Integration Response Paper; average reviewer score of 2.0 (If a promotion is given with a Faith Integration score below 3.0, faith integration development, resources, and opportunities are needed.)
 - f. Promotion to Associate Professor:
 - 1) Submission of the Faith Integration Response Paper; average reviewer score of 3.0
 - 2) Submission of one of the following:
 - Option 1: Associate Professor Faith Integration Demonstration Paper; average reviewer score of 3.0
 - Option 2: Critical Bibliographic Review; average reviewer score of 3.0
 - Option 3: Creative or Scholarly Project and Interpretive Essay 1; average reviewer score of 3.0
 - g. Promotion to Professor:
 - 1) Submission of the Faith Integration Response Paper; average reviewer score of 3.0
 - 2) Submission of one of the following:
 - Option 1: Professor Faith Integration Demonstration Paper; average reviewer score of 3.0
 - Option 2: Faith Integration Literature Review; average reviewer score of 3.0
 - Option 3: Creative or Scholarly Project and Interpretive Essay 2; average reviewer score of 3.0
6. Score Applicability and Appeals
- a. Applying off-cycle FIRP Scores to Promotion

Faculty members may apply FIRP scores from a previous contract decision for a subsequent advancement decision by June 30th of the year that follows the start of their new contract. For example, the scores from a FIRP written and scored in October 2014 for a contract that begins August 2015 may be utilized up to June 30, 2016 for an advancement decision that will take effect in August 2017. Furthermore, the FIRP score would need to have met the standard required for the new advancement goal.

For example, if the faculty member received a 2.75 on a previous FIRP, achieving their first 3-year contract, that score would not be sufficient for rank promotion to associate professor for which a score of 3.0 on the FIRP is required.
 - b. Additional Evaluation/Appeals

The FES faith integration assessment process aims to review faculty submissions in a way that is fair, objective in accordance with the standards of evaluation found in the rubric(s), and with serious awareness of the consequential nature of this task. Any such process is subject to human error. In light of this, there may

be circumstances when the Office of Faith Integration brings a faculty member's scores to the Faith Integration Council for additional evaluation. Furthermore, if a faculty member has concerns about his/her own review process, he/she are entitled to file an appeal according to the grievance process found in the Faculty Handbook, Section 4.2. A conversation with the Director of Faith Integration may be helpful prior to making appeal, but in any case, an appeal is within a faculty member's rights.

Azusa Pacific University Faculty Handbook

Section 7.4 • Extended Contract, Term-Tenure Contract, and Promotion

Most Recent Policy Revision: March 2014

Extended Contract, Term-Tenure Contract, and Promotion

1. Philosophy of Extended Contract, Term-Tenure Contract, and Promotion

The philosophy of an extended contract and term-tenure contract is that all faculty who have an established record of performing as expected in the department and at a professional level and who can demonstrate competency in faith integration should be granted extended years of employment. Faculty requesting longer terms of employment will be asked to demonstrate higher levels of competency, but faculty are not required to apply for more than a three-year contract.

If a faculty member is denied an extended contract, he or she may be granted one-year conditional contracts, or the contract may not be renewed. The conditional contracts would enable the faculty member to collect additional years of data. If a faculty member is unsuccessful in earning a three-year contract after the stated conditional contract period, the faculty member's contract may only be renewed upon the approval of the Provost. The Provost's decision shall be made upon recommendation of the applicable Department Chair and Dean, and upon demonstration that the faculty member has made significant improvement in the components for which his or her performance failed to qualify for an extended contract.

Promotion in rank signals exemplary performance of a faculty member at their current rank and indicates a readiness to move to the next level. It is not a symbol of longevity alone that is conferred automatically, but rather is recognition of a distinctive level of performance quality. The criteria for promotion vary based on the rank sought; however, all faculty seeking higher-level promotions must demonstrate an advanced level of performance across the three faculty roles and an ability to integrate faith into their work responsibilities. Given the rigorous nature of the promotion process, not all faculty may achieve a level of distinctive performance. This in no way detracts from the value that each faculty member brings to APU.

Prerequisite to any promotion, extended contract, or term-tenure contract is the expectation that faculty fulfill their responsibilities in a manner that contributes to a spirit of unity and collegiality among their peers, as well as upholding the faculty policies identified in the *Faculty Handbook*.

2. Term Tenure and Rank Promotion Review Committees

a. Committee Membership

Each School or College will have a Term Tenure and Rank Promotion Review Committee which will serve as a peer review committee for faculty in its School/College. Members of each committee will consist of five (5) faculty: three (3) faculty from the School/College, all of whom are on a three-year extended or term-tenure contract and have a rank of Associate Professor or higher and none of whom

currently serve as department chair, Associate Dean, or Dean in the School, one (1) faculty member on extended contract from another School/College, and one (1) faculty member from the Faculty Evaluation Council. The FEC member will serve as the chair of the TTRP.

b. Committee Selection

The three (3) members for each School/College will be elected by faculty from the School, two of whom will initially serve on a 3-year term and one who will serve on a 2-year term. Each term is renewable once by re-election. Each Dean will coordinate the faculty election no later than May 31, and, once completed, the Dean's office will notify the Faculty Moderator and Office of Faculty Evaluation of the three (3) faculty serving on its School's/College's committee, beginning the next academic year. No later than May 31, Deans will appoint a faculty member on extended contract to be made available to serve a two-year term, renewable once, as the external faculty member on other School's/College's committees and will notify the Faculty Moderator and the Office of Faculty Evaluation of the appointment. The Faculty Fellow for Faculty Evaluation and the Chair of the Faculty Evaluation Council (FEC) will appoint the external faculty member to a School/College review committee based on membership vacancies. The Faculty Evaluation Council members will be available for unlimited one-year terms and will be assigned based on membership needs and vacancies. Requests for specific members or types of members may be made to the Faculty Fellow for Faculty Evaluation or the Chair of the FEC but are not guaranteed.

Members of the review committee are expected to recuse themselves from cases in which there may be a conflict of interest. Conflict of interest is defined as the individual or one of his or her family members having a current or past reporting relationship with a faculty member seeking advancement, having any family relationship, financial relationship or close personal connection outside the university with a faculty member, or having a history of conflict with the faculty member. If a review committee member believes a conflict of interest exists, the TTRP may move forward with 4 decision-makers. Conversely, if the TTRP requests it, the Faculty Evaluation Fellow will work with the Dean to find an appropriate replacement based on the role the member serves on the committee. If a TTRP member is seeking an advancement decision, he or she must recuse him or herself from all reviews for the entire academic year.

c. Committee Duties

Committee members are responsible for reviewing the multi-year Scoring Summary Report and other relevant material of a faculty member and for rendering an additional contract recommendation to that submitted by the department chair and Dean. Committee members must use FES criteria for their decision unless extenuating circumstances apply, in which case extensive narrative and evidence must be provided. Committee members are responsible for reviewing all first term tenure materials, as well as materials from applications for rank promotion to Professor. Additionally, at the request of a faculty member, the Term Tenure and

Rank Promotion Review Committee will review materials from a faculty member who requests it, no later than December 1.

All committee recommendations must represent a consensus opinion and serve as an additional recommendation for the Provost but do not nullify recommendations made by department chairs and Deans. Faculty who wish to appeal a final contract decision will utilize the academic due process and grievance procedure as set forth in the Faculty Handbook (see Section 4.2).

3. Requirements for Extended Contract or Term-Tenure Contract

The decision to offer continued employment to faculty is based on many factors, one of which is the demonstration of appropriate levels of performance in the components assessed in the Faculty Evaluation System. Other factors affecting contract decisions are articulated in the Notice of Appointment. Contract lengths communicate a commitment from the University for continued employment, subject to faculty upholding the policies identified in the Faculty Handbook. Faculty members who are new to the University begin with one-year contracts, but are required to earn a three-year extended contract within four years of employment. Extended contracts and term-tenure contracts are typically granted when a faculty member meets expected levels of performance across several years. Because the commitment level from the University increases with the length of the contract, the criteria for receiving extended contracts and term-tenure contracts increase in rigor as well.

* Faculty members with lecturer status are not eligible for extended contract, term-tenure contract, or promotion, and are not required to participate in the FES evaluation process. Years spent at lecturer status do not count toward promotion, extended contract, or term-tenure contract, but may be considered in initial contract ranking should the faculty member be hired in a ranked position.

The following criteria reflect the minimum standards of the Faculty Evaluation System (FES). Departments and Schools may choose more rigorous standards on any component at any level. Extended contract recommendations that are made for faculty who do not meet the relevant minimum standards or denial of extended contract despite meeting benchmarks must receive prior permission from the Provost.

a. One-year contract minimum standards

Newly hired faculty members are typically given one-year contracts each of three years, until a pattern of competence is established. All faculty are required to engage in annual assessment and successfully earn a three-year contract within four years of employment at APU. See Section 7.1 for possibilities regarding an expedited contract process for new hires.

1) To maintain a one-year contract faculty must receive department chair endorsement based on the following minimum criteria:

- a) Evaluate and record scores for all courses taught using the IDEA diagnostic form and earn an average Teaching Effectiveness Score of 40 or higher on

the Scoring Summary Report. See Section 7.2 for an explanation of the IDEA scoring process.

- b) Earn a Chair's rating of "meets expectations" or higher in the Educator-Mentor role.
- c) Earn a Chair's rating of "meets expectations" or higher in the Scholar Practitioner role.
- d) Earn an average servant-leader rating of 3.0 or higher on the peer collegiality rating scale (SL-2) or faculty evaluation of department chair (SL-4)
- e) Earn a Chair's rating of "meets expectations" or higher in the Servant-Leader role.

Note: The criteria above do not guarantee continued employment for faculty on one-year contracts. Other issues may impact the non-renewal of a one-year contract. In rare circumstances, if one of these criteria is not met, the chair and Dean may agree to offer another one-year contract.

Faculty who repeatedly earn scores below "meets expectations" may be given a conditional contract (see Section 7.1 3. d.). Continued performance below "meets expectations" will result in non-renewal of a contract.

b. Three-year extended contract minimum standards

Three-year contracts are typically given to faculty following a minimum of three years of data collection and a year of data review. See section 7.1 for possibilities regarding an expedited contract process for new hires. To earn a three-year contract, faculty members must perform at a professional level in their departments, demonstrate a good fit with the University, and demonstrate competence in faith integration as described below.

- 1) To earn a first 3-year extended contract, faculty must receive department chair and Dean endorsement based on the following minimum criteria (note: if the faculty member seeking advancement is a department chair, the Dean serves in the role of department chair):
 - a) Evaluate and record scores for all courses taught using the diagnostic form and earn an average Teaching Effectiveness Score of 45 or higher. See Section 7.2 for an explanation of the IDEA scoring process.
 - b) Earn a pattern of Chair's rating of "meets expectations" or higher in the Educator-Mentor role.
 - c) Earn a pattern of Chair's rating of "meets expectations" or higher in the Scholar Practitioner role.

- d) Earn an overall average servant-leader rating of 3.0 or higher on the peer collegiality rating scale (SL-2) or faculty assessment of department chair (SL-4)
 - e) Earn a pattern of Chair's rating of "meets expectations" or higher on overall Servant-Leader effectiveness.
 - f) Earn a rating of 2.0 ("Developing") or higher on the Faith Integration Response Paper [see Section 7.3 5. b. 4) (a)] [If a contract is given with a score below 3.0, faith integration mentoring and/or seminars (classes) are needed.
- 2) To renew a 3-year, extended contract faculty must receive department chair and Dean endorsement based on the following minimum criteria (note: if the faculty member seeking advancement is a department chair, the Dean serves in the role of department chair):
- a) Evaluate and record scores for 50% of courses taught and earn an average Teaching Effectiveness Score of 50 or higher on the Scoring Summary Report. See section 8.2 for an explanation of the IDEA scoring process.
 - b) Earn a pattern of Chair's rating of "meets expectations" or higher in the Educator-Mentor role.
 - c) Earn a pattern of Chair's rating of "meets expectations" or higher in the Scholar Practitioner role.
 - d) Earn an overall average servant-leader rating of 3.0 or higher on the peer collegiality rating scale (SL-2) or faculty assessment of department chair (SL-4)
 - e) Earn a pattern of Chair's rating of "meets expectations" or higher in the Servant-Leader role.
 - f) Earn a rating of 3.0 ("Proficient") or higher on the Faith Integration Response Paper [see Section 7.3 2. d. 1)]

Faculty members who do not achieve the standards for attaining or maintaining a three-year contract may be granted a one-year conditional contract at the discretion of the Dean and Provost. Faculty denied an extended contract may request review by the Professional Affairs Review Board (Section 4.2).

c. Five-year (term-tenure) contract minimum standards

Term-tenure contracts are granted to faculty on a three-year contract who perform at a distinctive level in their job responsibilities and in faith integration and who demonstrate a good fit with the University. In addition to department chair and Dean review and recommendation, all initial five-year term-tenure contract

recommendations are reviewed by the Term Tenure and Promotion Review Committee as described in Section 7.4 2.

- 1) To earn a first term-tenure contract, faculty must meet the following minimum criteria (note: if the faculty member seeking advancement is a department chair, the Dean serves in the role of department chair):
 - a) Evaluate and record scores for 50% of courses taught and earn an average Teaching Effectiveness Score of 55 or higher on the Scoring Summary Report. See Section 8.2 for an explanation of the IDEA scoring process.
 - b) Earn a pattern of Chair's rating of "meets expectations" or higher in the Educator-Mentor role.
 - c) Earn a pattern of Chair's rating of "meets expectations" or higher in the Scholar Practitioner role.
 - d) Earn an overall average servant-leader rating of 3.0 or higher on the peer collegiality rating scale (SL-2) or faculty assessment of department chair (SL-4)
 - e) Earn a pattern of Chair's rating of "meets expectations" or higher in the overall Servant-Leader role.
 - f) Earn a rating of 3.0 ("Proficient") or higher on the faith integration response paper (see Section 7.3 2. d. 1)]
- 2) To renew a term-tenure contract, faculty must receive department chair and Dean endorsement based on the following minimum criteria (note: if the faculty member seeking advancement is a department chair, the Dean serves in the role of department chair):
 - a) Evaluate and record scores for 30% of courses taught and earn an average Teaching Effectiveness Score of 55 or higher on the Scoring Summary Report. See Section 7.2 for an explanation of the IDEA scoring process.
 - b) Earn a pattern of Chair's rating of "meets expectations" or higher in the Educator-Mentor role.
 - c) Earn a pattern of Chair's rating of "meets expectations" or higher in the Scholar Practitioner role.
 - d) Earn an overall average servant-leader rating of 3.0 or higher on the peer collegiality rating scale (SL-2) or faculty assessment of department chair (SL-4)
 - e) Earn a pattern of Chair's rating of "meets expectations" or higher in the Servant-Leader role.

- f) Earn a rating of 3.0 (“Proficient”) or higher on the modified faith integration response paper [see Section 7.3 2. d. 2)]

Faculty members who do not achieve the standards for attaining or maintaining a five-year contract but who attain the standards of a 3-year contract renewal may be granted the 3-year contract. Failure to attain the standards for any type of extended contract may result in the issuance of a one-year conditional contract at the discretion of the Dean and Provost. Faculty who receive a recommendation not to renew a term tenure contract may request review by the Term Tenure and Rank Promotion Review Committee.

- d. Tenured Faculty

The effectiveness of the few Azusa Pacific University faculty who are tenured is assessed in a manner similar to the evaluation of faculty on five-year term-tenure contracts, with annual goal setting and review meetings. Tenured faculty are expected to use this post-tenure assessment as guidance to assist them in their continued professional growth.

4. Requirements for Assigning Rank and Attaining Rank Promotions

Promotions in rank are limited to those faculty members who demonstrate high levels of collegiality in their departments, excellence in their current work responsibilities, and the potential to perform at the next level. Faculty are also expected to meet all expectations as set forth in the Faculty Handbook.

On occasion, at the time of hire and by recommendation of the Dean, the Provost may allow a faculty member to proceed through the promotion process in an expedited manner.

The following criteria reflect the minimum standards of the Faculty Evaluation System (FES). Departments and Schools may choose more rigorous standards on any component at any level. Rank promotion recommendations that are made for faculty who do not meet the relevant minimum standards or denial of rank promotion despite meeting benchmarks must receive prior permission from the Provost.

- a. Lecturer

The term “lecturer” is used for part-time faculty (faculty hired on a percentage of a full-time contract), faculty hired because of extensive professional experience in their discipline, and faculty hired-per-unit.

* Faculty members with lecturer status are not eligible for extended contract, term-tenure contract, or promotion, and are not required to participate in the FES evaluation process. Years spent at lecturer status do not count toward promotion, extended contract, or term-tenure contract, but may be considered in initial rank determination, should the faculty member be hired in a ranked position.

b. Instructor

1) Prior to attaining this rank, a faculty member must:

- a) Possess at least a Master's degree in one's teaching field from a regionally accredited institution.

c. Promotion to Assistant Professor

Prior to attaining this rank, a faculty member must:

1) Possess an earned terminal degree from a regionally accredited institution, or

2) Possess these qualifications

- a) An earned Master's degree in one's teaching field from a regionally accredited institution, and
- b) Twenty-four appropriate semester units or equivalency of post-master's study in one's teaching field, and
- c) Two years of full-time teaching experience, professional experience, or equivalency at the college level

3) Receive department chair and dean endorsement, based on the following minimum standards (note: if the faculty member seeking advancement is a department chair, the Dean serves in the role of department chair):

- a) Evaluate and record scores for all courses taught and earn an average Teaching Effectiveness Score of 47 or higher on the Scoring Summary Report. See Section 7.2 for an explanation of the IDEA scoring process.
- b) Earn a pattern of Chair's rating of "meets expectations" or higher in the Educator-Mentor role.
- c) Earn a pattern of Chair's rating of "meets expectations" or higher in Scholar-Practitioner.
- d) Earn an overall average servant-leader rating of 3.0 or higher on the peer collegiality rating scale (SL-2) or faculty assessment of department chair (SL-4)
- e) Earn a pattern Chair's rating of "meets expectations" or higher in the Servant-Leader role .
- f) Demonstrate competence in faith integration by earning a rating of 2.0 ("Developing") or higher on the faith integration response paper [see Section

7.3 2. d. 1)] (If a promotion is given with a score below 3.0, faith integration mentoring and/or seminars (classes) are needed.)

(Note: if a faculty member is seeking a rank promotion decision at a time that does not coincide with an extended contract decision, and if the faculty member has already received the required score (2.0 or higher for promotion to Assistant Professor) on the Faith Integration Response Paper within the allotted time frame (See Section 7.3), the requirement for the response paper is waived.)

d. Promotion to Associate Professor

Prior to attaining this rank, a faculty member must:

- 1) Possess an earned terminal degree in one's teaching field or a related field from a regionally accredited institution as determined by the faculty member's school, reflecting best practices
- 2) Complete four years of full-time teaching experience, professional experience, or equivalency at the college level, two of which need to occur after having received the terminal degree
- 3) Receive department chair and Dean endorsement, based on the following minimum standards (note: if the faculty member seeking advancement is a department chair, the Dean serves in the role of department chair):
 - a) Evaluate and record scores for the appropriate number of courses based on contract length [see Section 7.2 1. a. 1) a)] and earn an average Teaching Effectiveness Score of 52 or higher on the Scoring Summary Report. See Section 7.2 for an explanation of the IDEA scoring process.
 - b) Earn a pattern of Chair's rating of "meets expectations" or higher in the Educator-Mentor role.
 - c) Demonstrate high quality scholarship which meets or exceeds the expectations for a typical faculty member in the department.
 - d) Demonstrate achievement of the appropriate career publication/product record:
 - (1) At least one peer-reviewed publication/product for undergraduate faculty;
 - (2) At least two peer-reviewed publications/products for graduate level faculty (at least 50% of workload is in master's or doctoral level courses).

For disciplines in which peer-review is not a standard practice, such as music composition, other discipline-appropriate external review may be used in place of peer-review.

The publications/products for this requirement do not need to occur during the faculty member's data collection period.

- e) Earn an overall average servant-leader rating of 3.0 or higher on the peer collegiality rating scale (SL-2) or faculty assessment of department chair (SL-4)
- f) Earn a pattern of Chair's rating of "meets expectations" or higher on overall Servant-Leader effectiveness.
- g) Demonstrate competence in faith integration by:
 - (1) Earning a rating of 3.0 ("Proficient") or higher on the faith integration response paper [see Section 7.3 2. d.1)]

(Note: if a faculty member is seeking a rank promotion decision at a time that does not coincide with an extended contract decision, and if the faculty member has already received the required score (3.0 or higher for promotion to Associate Professor) on the Faith Integration Response Paper within the past three years, the requirement for the response paper is waived.)
and

- (2) Earning a rating of 3.0 ("Proficient") on the additional requirement for promotion to Associate Professor: Reflection paper, Critical Bibliographic Review, or Scholarly Project with Paper I (see Section 7.3 2. b. 5:).

Faculty who receive a recommendation not to receive the rank promotion may request review by the Term Tenure and Rank Promotion Review Committee.

e. Promotion to Professor

Promotion to Professor signals distinctive performance in all four roles of Educator-Mentor, Scholar-Practitioner, Servant-Leader, and Faith Integration. The Professor at APU is not only an excellent teacher and mentor, but is also a scholar who has significantly impacted his or her discipline with a scholarly agenda. Faculty applying for promotion to Professor are expected to be servant-leaders who have made important contributions to the life of the University and/or the community and perform at distinctive levels in the area of faith integration.

In addition to department chair and Dean review and recommendation, all submissions for rank promotion to Professor are reviewed by the Term Tenure and Promotion Review Committee as described in Section 7.4 2.

Prior to attaining this rank, a faculty member must:

- 1) Possess an earned terminal degree in one's teaching field or related field from a regionally accredited institution, as determined by the faculty member's school, reflecting best practices

- 2) Have completed eight years of full-time teaching experience, professional experience, or equivalency at the college level, four of which must have been completed after receiving the terminal degree or the rank of Associate Professor, whichever occurred most recently
- 3) Teach a minimum of six courses across the three-year period prior to attaining this rank
- 4) Meet the following minimum standards (note: if the faculty member seeking advancement is a department chair, the Dean serves in the role of department chair):
 - a) Evaluate and record scores from at least 50% of courses taught and earn an average Teaching Effectiveness Score of 57 or higher on the Scoring Summary Report. See Section 7.2 for an explanation of the IDEA scoring process.
 - b) Earn a pattern of Chair's rating of "meets expectations" or higher in the Educator-Mentor role.
 - c) Demonstrate scholarship which exceeds the expectations for a typical faculty member in the department, appropriate to support the rank of Professor by discipline standards.
 - d) Demonstrate achievement of the appropriate career publication/product record:
 - (1) At least two peer-reviewed publication/product for undergraduate faculty;
 - (2) At least four peer-reviewed publications/products for graduate level faculty (at least 50% of workload is in master's or doctoral level courses).

For disciplines in which peer-review is not a standard practice, such as music composition, other discipline-appropriate review may be used in place of peer-review.

The publications/products for this requirement do not need to occur during the faculty member's data collection period.

- e) Earn an overall average servant-leader rating of 3.0 or higher on the peer collegiality rating scale (SL-2) or faculty assessment of department chair (SL-4)
- f) Earn a pattern of Chair's rating of "meets expectations" or higher in the Servant-Leader role on overall Servant-Leader effectiveness.
- g) Demonstrate competence in faith integration by:

- (1) Earning a rating of 3.0 (“Proficient”) or higher on the faith integration response paper (see Section 7.3 2. d.1).

(Note: if a faculty member is seeking a rank promotion decision at a time that does not coincide with an extended contract decision, and if the faculty member has already received the required score (3.0 or higher for promotion to Professor) on the Faith Integration Response Paper within the appropriate time period, the requirement for the response paper is waived.)

and

- (2) Earning a rating of 3.0 (“Proficient”) on the additional requirement for promotion to full professor: Scholarly paper or scholarly project with paper (see Section 7.3 2. f.).

Azusa Pacific University Faculty Handbook

Section 7.5 • Evaluation and Notification Timelines

Most Recent Policy Revision: March 2014

Summary Table - Evaluation and Notification Timelines for FES

FES Activity	Deadline
IDEA evaluation requests must be submitted at least 2 weeks before desired dissemination using the IDEA Request Link: https://den.apu.edu/cfepweb/form.idearequest!default.action	Traditional Fall: November 28 Fall 1: October 20 Fall 2: January 10 Traditional Spring: April 17 Spring 1: March 21 Spring 2: May 31 Traditional Summer: July 31
Completed IDEA packets must be submitted to the Office of Faculty Evaluation in Duke 613 before each given date in order for the surveys to be processed with the appropriate semester.	Fall: December 15 Spring: May 4 Summer: August 17

FES Activity	Deadline
<p>Requests for Changes to IDEA Scores Any request to change and/or remove IDEA scores from the prior academic year must be submitted in Activity Insight at the link Annual IDEA Scores. Scoring summary reports available to be generated. After the final year of data collection, the scoring summary reports include scores on faith integration submissions</p> <p>Change/Removal Request Form Located at the bottom paragraph of each set of IDEA scores recorded in the faculty account.</p> <p>Steps</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click on Annual IDEA Scores link in the Advancement Portfolio section • Click the edit pencil for the set of scores you would like changed or removed • Scroll to the bottom of the web page, in the paragraph • Click on the “web form” link • Follow the instructions <p>Custom Report to View IDEA scores FES 4: Scoring Summary Report</p> <p>Steps</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click on Run Custom Reports link in the upper left navigational menu • Choose FES 4: Scoring Summary Report and click the SELECT button to the right • The date range, file format and paper size will be pre-set • Click BUILD REPORT button • Report will show IDEA scores, as well as other scores available for viewing 	October 31
<p>Grievances/Disputes Any grievances related to annual goal setting, data collection, or removal of IDEA score must be registered with the faculty moderator using the grievance process (See Section 4.2)</p>	November 15
<p>Contract Recommendations All department chair, Dean, and TTRP recommendations for extended contract and rank promotion are submitted in Activity Insight at the links: Extended Contract or Rank Promotion Recommendation in the Advancement Portfolio Data section Supervisors generate a FES 4: Scoring Summary Report for the years of evaluation and upload the report at the appropriate link</p>	January 15
<p>Contract Recommendation Review Contract and promotion recommendations are available for review by the Office of the Provost.</p>	February 15
<p>Contract Issuance Contracts are issued by the Office of the Provost and the Board</p>	April 1
<p>Faith Integration Preview Submissions Faith integration preview submissions due at faithintegration@apu.edu;</p>	April 15

FES Activity	Deadline
<p>Faculty Enter Annual Activities Educator-Mentor, Scholar-Practitioner and Servant-Leader activities, as well as a narrative reflection, are entered by faculty into Activity Insight at the various links. After entry, activity reports are generated and uploaded. In preparation for their meeting with the supervisor, faculty enter goals and expectations (and generate a report) for the upcoming year.</p> <p>Faculty Generate Activity Report Steps to generate FES 2: Activity Report</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click on Run Custom Reports link in the upper left navigational menu • Choose FES 2: Activity Report and click the SELECT button to the right • The date range, file format and paper size will be pre-set • Click BUILD REPORT button • Save the report to your computer for upload <p>Faculty Upload Activity Report at Annual Reports and Reflections Link Steps to upload report</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click the Annual Reports and Faculty Reflection link in the Advancement Portfolio Data section • Click on the ADD A NEW ITEM button (<i>Note: if is there is already an item record created for the same academic year, click the edit pencil to append to the current record item; do not create multiple records items for the same academic year.</i>) • Click on the <u>Store file</u> link and browse to the saved report • Fill in the form, including reflections as required. • After all the fields are completed, click SAVE AND RETURN button • Inform your supervisor that the report is ready for review. 	<p style="text-align: center;">May 31</p>

FES Activity	Deadline
<p>Faculty Generate Annual Goals and Upload Goals and Expectations Report</p> <p>Prior to meeting with the supervisor, faculty generate goals and expectations for the upcoming academic year.</p> <p>To generate goals:</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click on APU Goals and Expectations link in the Goals and Expectations Section • Complete the page for as many goals as desired that relate to the contract that is being sought • Once goals and expectations are completed, generate a Goals and Expectation report and upload in Activity Insight <p>Steps to generate and upload Goals and Expectation Report:</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click on Run Custom Reports link in the upper left navigational menu • Choose FES 1: Goals and Expectations and click the SELECT button to the right • The date range, file format and paper size will be pre-set • Click BUILD REPORT button • Save the report to your computer for upload • Click on the Annual Supervisor Approval of Goals and Expectations link in the Goals and Expectations section • Click on the ADD A NEW ITEM button <i>(Note: if is there is already an item record created for the same academic year, click the edit pencil to append to the current record item; do not create multiple records items for the same academic year.)</i> • Complete the form • Click on the <u>Store file</u> link and browse to the saved report • After all the fields are completed, click SAVE AND RETURN button <p>Inform your supervisor that the report is ready for approval.</p>	<p>May 31 or prior to annual meeting with supervisor</p>

FES Activity	Deadline
<p>Performance Review and Goal Setting Meeting with Supervisor In preparation for the meeting with the supervisor, faculty should have uploaded an annual Activity Report and submitted reflection for supervising viewing (see Faculty Enter Annual Activities above). Additionally, faculty submit Goals and Expectation Report for upcoming year in Activity Insight at “Annual Supervisor Approval of Goals and Expectations (see section above)”</p> <p>Supervisor reviews faculty activities and goals and expectation as part of the meeting.</p> <p>To Review Faculty Activities</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click on Run Custom Reports link in the upper left navigational menu • To review faculty reports all at once, choose FES SUP: Faculty List of Completed Activity Reports and Reflections and click the SELECT button to the right • You can leave “as is” to get your entire department or you can select the individual for whom you wish to run the report • The date range, file format and paper size will be pre-set • Click BUILD REPORT button • Save or view the report <p><i>Note the report contains live links to the activity report uploaded by the faculty member. Click on blue text link to view report</i></p> <p>When Supervisor is ready to approve Goals and Expectations Report, see section below entitled “Supervisor Approval of Goals and Expectation Report”</p>	<p>June 30</p>
<p>Faith Integration Final Deadline Faith Integration Final Submissions are due to faithintegration@apu.edu</p>	<p>June 30</p>
<p>Supervisor Ratings of Faculty Performance After the annual performance review meeting, supervisors enter ratings in all 3 roles and provide narrative feedback to faculty on their performance in Activity Insight at “Annual Supervisor Feedback and Evaluation of Faculty”</p> <p>Steps for supervisor feedback and evaluation</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click Manage Data in the left navigational menu • Choose the faculty member’s name from the drop down list and click CONTINUE • Click on the Annual Supervisor Feedback and Evaluation of Faculty link in the Advancement Portfolio Data section • Click on the ADD A NEW ITEM button • Enter your evaluation ratings and feedback • Click SAVE AND RETURN button 	<p>July 31</p>

FES Activity	Deadline
<p>Supervisor Approval of Goals and Expectation Report Goals and Expectations Reports must be approved by the direct supervisor at “Annual Supervisor Approval of Goals and Expectation” link for upcoming academic year</p> <p>Annual Supervisor Approval of Goals and Expectation To view what reports have been entered by faculty under a supervisor’s span of care:</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click on Run Custom Reports link in the upper left navigational menu • Choose FES SUP: Faculty List of Completed Goals and Expectations Report and click the SELECT button to the right • You can leave “as is” to get your entire department, or you can select the individual for whom you wish to run the report • The date range, file format and paper size will be pre-set • Click BUILD REPORT button • Save or view the report <p><i>Note the report contains live links to the report uploaded by the faculty member. Click on blue text link to view report</i></p> <p>To enter approvals</p> <ul style="list-style-type: none"> • Log-in to Activity Insight • Click Manage Data in the left navigational menu • Choose the faculty member’s name from the drop down list and click CONTINUE • Click on the Annual Supervisor Approval of Goals and Expectations link in the Goals and Expectations section • Click the edit pencil for the current academic year • Review the Goals ad Expectations Report uploaded by the faculty member and fill in the supervisor approval fields • After all the fields are completed, click SAVE AND RETURN button 	<p>August 15 (September 15 for new faculty)</p>

Azusa Pacific University Faculty Handbook

Section 7.6 • Appeals Process for the Faculty Evaluation Council Decisions

Most Recent Policy Revision: March 2014

Appeals Process for the Faculty Evaluation System

A member of the faculty may appeal goals and expectations set during the goal setting process, contract renewal, and promotion recommendations using the Academic Due Process and Grievance Policies identified in Section 4.2.

Azusa Pacific University Faculty Handbook

Section 8.1 • Principles of Faculty Governance

Most Recent Policy Revision: March 2013

Principles of Faculty Governance¹

Sharing in the governance of the institution is a prized faculty privilege and obligation. This section provides information on the Faculty Senate, including Councils, Committees, and Review Boards. The following are principles that will guide faculty participation in the governance of the institution.

1. The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction and delivery, evaluation of student performance, research and scholarship, and standards for admission of students.
2. The faculty sets the degree requirements, determines when the requirements have been met, and otherwise qualifies students and recommends them, via the Provost, to the President and Board of Trustees to grant the degrees thus achieved.
3. Issues that might be of significant concern to faculty may occasionally arise from outside the realm of the traditional faculty interests. As appropriate, and when circumstances permit, administrators will make a good-faith effort to inform and seek the input of faculty representatives with the understanding that what constitutes a significant concern is a matter on which reasonable minds may differ.
4. Faculty must exercise diligence and provide oversight to ensure that its agencies act in keeping with its policies and recommendations, and that they are implemented in an appropriate manner.
5. The Faculty Senate is the principle agency of the faculty within the institution, which is committed to shared governance. The Faculty Senate may consider any subject pertaining to the interests of the University and to make recommendations to the university administration.
6. Additional appropriate areas for Faculty Senate consultation include significant changes in existing institution-wide policies that deal with faculty evaluations, retention, term-tenure, or promotion, composition of search committees, and with benefits specific to the faculty such as sabbaticals, leaves, and recruitment benefits.
7. Meetings of Councils and Committees should, if at all possible, not be scheduled at the same time as Faculty Senate or Full Faculty Meetings.

¹ Adapted from *Principles of Faculty Involvement in Institutional and Academic Unit Governance at the University of Michigan*, 2d ed., March 2008.

Azusa Pacific University Faculty Handbook

Section 8.2 • Membership

Most Recent Policy Revision: March 2013

Membership

1. By reason of their rank or of their office, the following shall automatically be entitled to membership in the faculty of Azusa Pacific University and shall have the right to vote at all faculty meetings:
 - a. Full-time persons and/or persons on a faculty contract at a reduced percentage (see Section 2.6) holding ranks of professor, associate professor, assistant professor, instructor, and administrative/non-classroom faculty.
 - b. President, Provost, Vice Provosts, Associate Provost, academic Deans of the schools/college, the Vice President for Student Life and Dean of Students.
2. Exceptions to the above general rule may be allowed voting privileges by a majority vote of the faculty. Requests for such exceptions are to be submitted to the faculty by the Provost. Exceptions granted are effective for the current academic year.
3. Emeritus professors, teaching assistants, lecturers, and adjunct faculty are not members of the faculty, but shall be entitled to attend all faculty meetings but shall not have voting privileges, nor the right to hold offices.

Azusa Pacific University Faculty Handbook

Section 8.3 • Officers

Most Recent Policy Revision: March 2013

A. Officers

1. Provost

The chief officer of the faculty shall be the Provost.

B. Faculty Moderator

1. The presiding officer shall be the Faculty Moderator, a faculty member who is elected by the faculty-at-large. The Faculty Moderator shall serve one year as Moderator-Elect, then two-years as Moderator followed by one-year as Past Moderator in an advisory capacity. To be eligible for the position, a person must have been a full-time faculty member for a minimum of three-years and have served on the Faculty Senate. A faculty member who has been Moderator is eligible to run for the position of Moderator-Elect, but may serve no more than two consecutive terms, after which he/she must wait three years after completing the last term as Past Moderator before becoming eligible to run again.
2. In the event that the Moderator is reelected, the Past Moderator may choose to remain in office for another year or a Vice-Moderator may be appointed as indicated in 8.3 D 1.
3. In the event that there are no candidates for Faculty Moderator, the Past Moderator will serve as Faculty Moderator until candidates are nominated and a special election held. The Moderator-Elect will then complete the rest of the term as Moderator-Elect before becoming Moderator.
4. The Faculty Moderator shall act as Chair of the Faculty Senate, voting only in case of ties.
5. The Moderator or designee will represent the Senate in discussions and decision-making regarding the Academic Calendar, and report to the Senate in order to receive counsel from the Senate.
6. The Faculty Moderator as the presiding officer of the faculty shall be the representative of the faculty to the Administration, to the Board of Trustees, and to the Academic Affairs Committee of the Board of Trustees.
7. This position is allotted 12 units of release time during one academic year.

C. Moderator-Elect

1. The Faculty Moderator-Elect shall be a faculty member elected by the faculty-at-large. This is a one-year term for the individual to gain firsthand experience learning the role of the Moderator.

2. A Moderator-Elect shall be elected by the full faculty and shall preside over meetings in the absence of the Moderator.
3. The Moderator-Elect assists the Faculty Moderator in special duties as assigned.
4. At the completion of this one-year term, the Moderator-Elect assumes the Moderator position.
5. Should the Moderator be unable to serve, the Moderator-Elect shall preside as Faculty Moderator and a new Moderator-Elect shall be elected. This position is allotted 6 units of release time distributed during one academic year.

D. Past Moderator or Vice-Moderator

1. The Past Moderator serves in this role for one-year after having completed a term as Faculty Moderator. If he or she is unable to fulfill this role, a vice Moderator shall be selected from among the Senators by the new Moderator and ratified by the Senate.
2. The Past Moderator shall act as Chair of the Senate during the absence of the Faculty Moderator and the Moderator-Elect.
3. The Past Moderator assists the Faculty Moderator in duties as assigned.
4. The Past Moderator is an ex-officio position, with no voting privileges on the Senate.
5. This position is allotted 6 units of release time during one academic year.

E. Senate Secretary

1. The Senate Secretary shall be a faculty member elected by the Senate members at the first meeting of the fall semester and shall serve a one-year term with no restrictions as to the number of consecutive terms that may be served.
2. The Secretary verifies accuracy of the minutes prior to distribution to the Senate.
3. During Senate meetings, the Secretary utilizes technology to assist Senate members in viewing appropriate Senate minutes, Council minutes, and other essential documents.

F. Senate Assistant

1. The Senate Assistant directly reports to the Faculty Moderator. They provide administrative and secretarial support, including special projects, office work flow, appointments, correspondence, manuscripts, budgets, data compilation and records control, management and dissemination. May perform duties of a sensitive and confidential nature.

G. Senate Parliamentarian

1. The Senate Parliamentarian shall be a faculty member appointed by the Faculty Moderator and ratified by the Faculty Senate to serve a one-year term with no restrictions as to the number of consecutive terms that may be served.
2. The Parliamentarian ensures that parliamentary procedure is maintained during the course of a meeting. When such procedures are in doubt, the Parliamentarian is responsible for conveying and implementing the parliamentary process that should be followed.

H. Senate Historian

1. The Senate Historian shall be a faculty member appointed by the Faculty Moderator and ratified by the Faculty Senate. If appointed from the faculty-at-large, the Senate Historian shall have no voting privileges in the Senate.
2. The Senate Historian shall serve a one-year term with no restrictions as to the number of consecutive terms that may be served.
3. The Senate Historian shall be responsible for:
 - a. Keeping the Senate informed of the contents of the Faculty Handbook.
 - b. Keeping an easily accessible historical record of changes effected by the Senate.

I. Senate Steering Committee

1. The Senate Steering Committee shall be composed of the Faculty Moderator, Moderator-Elect, or Past Moderator or Vice Moderator, Secretary, Parliamentarian, Senate Historian, and one Senate member elected by the Senate at the first meeting of the fall semester to serve one-year term on the Steering Committee.
2. The Senate Steering Committee is responsible for tracking and follow-up with the Administration (with approximately 60 day response limitation) on all action items from its Councils, Committees, and the Senate as a whole. This shall be a Faculty Senate agenda-setting body.

J. Dean and Associate Dean participation in Faculty Governance

1. Deans do not serve on Faculty Senate, Councils, or Committees except as ex-officio members.
2. Associate deans do not serve on Faculty Senate or Professional Affairs Review Board, but may serve on Councils and Committees when elected by their schools.

Azusa Pacific University Faculty Handbook

Section 8.4 • Faculty Meetings

Most Recent Policy Revision: March 2013

Faculty Meetings

1. Calling Meetings of the Full Faculty

- a. The faculty shall meet periodically at least twice each semester for purposes of organizational development and spiritual growth.
- b. Meetings of the faculty shall be called by the Faculty Moderator as needed to exercise power of veto over the Faculty Senate on petition of five percent (5%) of the full-time faculty, representing at least two of the ten faculty units. The Faculty Moderator shall be responsible for scheduling the meeting so as not to conflict with other faculty business. In the event that the five percent (5%) of the faculty is a fraction, the lower whole number will apply.
- c. The Faculty Moderator or Provost may call additional meetings of the faculty as needed.

2. Agenda

The Faculty Moderator will be responsible for setting the agenda. A notice and agenda for each business meeting of the full faculty shall be sent to all members on the Friday prior to the meetings.

3. Attendance

- a. To the extent that it is possible, voting members of the faculty are expected to be present at all faculty meetings, and they shall have the right to participate in discussion.
- b. Voting members and others invited by the Faculty Moderator or Provost shall be privileged to participate in the discussion in faculty meetings.
- c. Prior to voting on any business matter, the secretary shall inform the Faculty Moderator of the presence of a quorum. For votes taken in-person, a quorum shall consist of a majority of the voting members of the faculty assigned primarily to the Azusa campus. For Votes taken electronically during a defined period of time; a quorum shall consist of a majority of the voting members of the faculty.

4. Rules of Order and Suspension of Rules

- a. The current edition of the Robert's Rules of Order shall govern the meetings of the faculty.
- b. Rules and procedures governing the conduct of faculty meetings may be suspended by two-thirds of those present.

Azusa Pacific University Faculty Handbook

Section 8.5 • Faculty Senate

Most Recent Policy Revision: March 2014

1. Purpose

The Senate is convened to govern the faculty by representation and to bring about efficiency in these governance processes and procedures. The Senate facilitates communication among the various Faculty Units and other representative groups and represents the faculty to the Board of Trustees, the administration, staff, students, and general community.

2. Membership and Representation

- a. The Faculty Senate shall include representation from the following units, herein known as "Faculty Unit(s)":
 - 1) Behavioral and Applied Sciences
 - 2) Business and Management
 - 3) Education
 - 4) Honors
 - 5) Liberal Arts and Sciences
 - 6) Library
 - 7) Music and the Arts
 - 8) Nursing
 - 9) Theology
 - 10) Non-classroom Faculty
- b. The number of faculty representing each Faculty Unit on the Senate as of September 1st of each year shall be the figure upon which Senate representation is based.
- c. Faculty Units shall be represented with a ratio one senator per 15 full-time faculty members comprising that unit as of September 1st of each year. (Unfilled faculty positions will not be considered in determining this number)
- d. Faculty Units that fall between multiples of the 1-to-15 ratio shall receive the greater representation, i.e. a unit having 16 full-time faculty shall be represented by two senators.
- e. Schools with more than one department have the option to elect representatives by department or from the school as a whole, still maintaining the 1-to-15 ratio.

- f. Three at-large members shall be elected by the faculty.
- g. The term of service for senators elected from the Faculty Units and for senators at large shall be three-years.
 - 1) No senator may serve more than two consecutive terms unless there is no other qualified faculty member to serve from that Faculty Unit.
 - 2) Each Faculty Unit will elect one-third of its senators each year so that a rotation system is established.
 - 3) Each Faculty Unit will elect a faculty member to fill an unexpired term in the case of a vacancy.
 - 4) Senator-at-Large positions will be elected so that a rotational system is established with one senator at large position elected each year.
- h. The Provost and the Past Moderator are considered Ex-Officio members of the Faculty Senate and the Councils and Committees and may be represented at the respective meetings of these groups.
- i. The following faculty representatives shall be elected by the faculty-at-large as indicated in the Faculty Elections section.
 - 1) Moderator Elect
 - 2) At-large representatives to Senate
 - 3) Members of the Faculty Elections Council
 - 4) Members of the Professional Affairs Review Board
- j. The following faculty representatives shall be ratified by the Senate.
 - 1) Vice-Moderator (if needed)
 - 2) Senate Secretary
 - 3) Senate Parliamentarian
 - 4) Senate Historian
- k. The following faculty representatives shall be elected by the Faculty Units as indicated in the Faculty Elections section.
 - 1) Faculty Unit representatives to the Senate.

- 2) Faculty Units representatives to Councils and Committees as designated in the Handbook under descriptions of each Council and Committee.
- I. Only faculty members having a $\frac{3}{4}$ or greater contract may sit on the Faculty Senate and its councils and committees.
3. Duties
- a. Senators have a responsibility to serve as a representative voice of the Faculty Unit they are representing and to provide communication to their Faculty Unit regarding Senate issues.
 - 1) Senators are expected to be conversant with the issues being discussed in Senate.
 - 2) Senators should notify the Senate Assistant if they are unable to attend a meeting.
 - 3) Senators who cannot regularly attend Senate meetings should recuse themselves so that a replacement can be elected.
 - b. Enact and review policies on matters of curriculum, faculty governance structure, and other areas as outlined in the Principles of Faculty Governance in 8.1.
 - c. Be assisted by the designated senate councils, committees and task force/ad hoc groups to fulfill the purpose and duties of the Senate.
 - d. Delegate tasks to councils and committees and appoint task forces/ad hoc groups as needed. The Faculty Senate shall see that appointments are equitably distributed according to interest and ability of faculty members.
 - e. Review and continuously evaluate faculty organization and procedures, recommending needed changes to the entire faculty.
 - f. Review and recommend to the administration modifications of the Faculty Handbook.
 - 1) Appoint a standing Handbook Review Committee as needed to review and recommend changes to update the Faculty Handbook. Members of this committee must be reappointed each year.
 - 2) All proposed changes are due to the Office of the Provost by March 1. Any changes made to the Faculty Handbook are to be completed by April 1 of the academic year previous to the year such changes will take place.
 - 3) Such changes should be italicized in the next edition of the Faculty Handbook, and revert to normal type in subsequent editions of the handbook.
 - g. Review and recommend to the administration policies related to working conditions, evaluation procedures, faculty development, faculty promotion and other items relating to faculty welfare.

Azusa Pacific University Faculty Handbook

Section 8.6 • Faculty Governance

Most Recent Policy Revision: March 2013

1. Faculty Action

- a. Only the senators may vote on issues raised during the Senate meetings; however, any faculty member may attend Faculty Senate meetings and speak on issues, even if they are not agenda matters.
- b. Roberts Rules of Order will be followed in regards to conducting the meetings, voting on senate action items and establishing a quorum.
- c. Power of Veto of Faculty Senate Action
 - 1) A petition to veto a Faculty Senate action shall be signed by at least twenty full-time faculty members representing at least two of the ten Faculty Units. In the event that the five percent (5%) of faculty is a fraction, the lower whole number will apply.
 - 2) Such a petition shall be submitted within seven days after the Faculty Senate minutes are distributed.
 - 3) A special meeting shall be called by the Faculty Moderator within 10 working days after the petition is filed.
 - 4) The petition shall be put to electronic vote. A 2/3 majority vote of the faculty is needed to veto Faculty Senate action.
- d. Initiative Proposals
 - 1) Matters may be brought for faculty action by way of an initiative proposal, which shall be signed by a minimum of five percent (5%) of the faculty members from at least two of the ten Faculty Units and submitted to the Faculty Moderator. In the event that the five percent (5%) of faculty is a fraction, the lower whole number will apply.
 - 2) Petition proposals shall not be amended after submission to the Faculty Moderator.
 - 3) A special meeting shall be called by the Faculty Moderator within 10 working days after the petition is filed.
 - 4) The petition shall be put to electronic vote. A 2/3 majority vote of the faculty is needed to veto Faculty Senate action.

Azusa Pacific University Faculty Handbook

Section 8.7 • Councils

Most Recent Policy Revision: March 2014

1. Purpose

A council is an administrative body of faculty members and administrative personnel, which implements policies set by the Senate, reports to the Senate, and is subject (except where exempted in the *Faculty Handbook*) to veto by the Senate. Councils will serve as the administrative, academic and policy advisory assembly to the Senate and will assist the Senate to fulfill their purpose and duties.

2. Membership and Representation

- a. The Faculty Moderator or Moderator designee or Senate representative shall be a voting member on each council and/or
 - 1) The Moderator designee or the Senate representative shall be ratified by the Senate and shall serve a one-year term, renewable by the Senate.
 - 2) The Moderator, the Moderator designee, or the Senate representative shall present Council minutes to the Senate when scheduled to be received by the Senate body and shall explain any action items requested of the Senate by the Council.
- b. Specific membership on each council is described under “Membership and Representation”.
- c. Voting members consist of the faculty elected to serve on the Council as defined under the “Membership and Representation” section of each Council.
- d. Ex-Officio members are administrative personnel and/or faculty selected to serve on the Council as defined under the “Membership and Representation” section of each Council. While recognizing the contributions made by Ex-Officio members of councils and committees, Ex-Officio member shall be nonvoting.
- e. Non-Voting Guests are representatives from the faculty, administration or support services invited to join a Council one semester/term or less to contribute information about a specific issue under Council review.
- f. A representative of the Provost’s Office may sit as an Ex-Officio nonvoting member on all Councils.
- g. Term of office for all faculty serving as Council members shall be three-years unless otherwise stated. One third of the faculty membership shall be selected or elected (as defined) each year to ensure an equal rotation of faculty joining and exiting the Council is implemented each year.
- h. Terms of office for student representatives serving on a Council shall be one-year.

- i. The Council chairperson shall be a faculty member elected by written ballot at the first meeting of the fall semester and shall be for a term of one-year with no more than three consecutive years spent as chair. Councils may not be co-chaired.
- j. Associate Deans may be elected but not appointed to serve on councils and committees with the exception of the Professional Affairs Review Board and Faculty Senate.
- k. Membership and representation on Councils may not be changed at will.
- l. At-large appointments to Councils must be ratified by the Senate.
- m. Regular attendance at meetings is expected. The chair or any other Council member may be removed by a two-thirds majority vote of the Council. Replacements for removed or resigned members should be selected using the same process identified in developing membership for each Council (See Faculty Elections section). The replacement should be a representative of the same constituency as the member being replaced.
- n. All Council meetings are open to attendance by APU faculty members.

3. Duties

- a. Duties of each Council are specified under the description of the Council.
- b. The Council Chair has the right to call an executive session of the voting members when confidential issues are being discussed.
- c. Councils are expected to create a regular meeting schedule for the current academic year no later than October 1
- d. The Moderator shall be informed of all scheduled meetings.
- e. No meetings shall deviate from the regular schedule without at least one week's notice to Council members.
- f. Agendas for meetings are to be distributed no later than 1 day prior to the scheduled meeting.

4. Reporting Relationships

- a. Councils function as an extension of the Faculty Senate. All actions taken by the Councils must be approved by the Faculty Senate. When confidential matters are discussed, the names of those involved are not to be listed.
- b. When councils wish to propose a change to the *Faculty Handbook*, the change should be reported as an item approved by the council, as evidenced by the appropriate minutes, and forwarded to the *Faculty Handbook* Committee no later than January 15.

Requested changes must include the section number, the page number, and all current and proposed wording. Using the three-column Handbook Change Form Template (located on the Faculty Senate website), requested changes must include:

- Deleted phrases marked through strikethrough in the left hand column and
 - Requested changes marked in italic in the center column, and
 - Rationale/justification for each change in the right hand column along with the date the council approved these changes and the minutes were sent to Senate
- c. Accurate and complete minutes conforming to the Senate template are to be given to the Moderator of Senate within two weeks of each meeting.
- d. As needed, Council Chairs or their designees will attend Senate meetings to provide further insight and information into a Council issue that is being brought before the Senate.
- e. The Senate is responsible for maintaining a complete record of all minutes from the Councils and their Committees for archival purposes.

Azusa Pacific University Faculty Handbook

Section 8.8 • Committees

Most Recent Policy Revision: March 2013

1. Purpose

A Committee is an integral sub-unit of a Council with specific charge as designated in the Committee purpose statement.

2. Membership and Representation

- a. Specific membership on each committee is described under “Membership and Representation”.
- b. Voting members consist of the faculty selected to serve on the Committee as defined under the “Membership and Representation” section of each Committee.
- c. Ex-Officio members are administrative personnel and/or faculty who serve on the Committee as defined under the “Membership and Representation” section of each Committee. Their administrative role and work makes their contributions to the council valuable and necessary to the Committee fulfilling their purpose and duties. Ex-Officio members are nonvoting.
- d. Non-Voting Guests are representatives from the faculty, administration or support services invited to join a Committee for one semester or less to contribute information about a specific issue under Committee review.
- e. A representative of the Provost’s Office may sit as an Ex-Officio member on all Committees.
- f. Term of office for all faculty serving as Committee members shall be three-years unless otherwise stated. One third of the faculty membership shall be selected each year to ensure an equal rotation of faculty joining and exiting the Committee is implemented each year.
- g. Unless otherwise stated, the committee chairperson shall be a faculty member who is a member of the Council under which the committee functions. This position shall be selected by the Council and assigned to the committee at the first meeting of the Council held in the Fall semester and shall be for a term of one-year with no restriction as to the number of consecutive terms that may be served.
- h. The chair or any other member may be removed by a two-thirds majority vote of the Council. Replacements for removed or resigned members should be selected by the Council. The replacement should be a representative of the same constituency as the member being replaced.

3. Duties

- a. Duties of each Committee are specified under the description of the Committee.
- b. As needed, Committee Chairs or their designee will attend Senate meetings to provide further insight and information into a Committee issue that is being brought before the Senate.

4. Reporting Relationships

- a. Committees shall take complete notes of their meetings and submit them to their Council within two weeks of the meeting.
- b. Committee minutes come as a motion to the Council. They must be seconded and approved by the Council to whom the Committee reports.
- c. Committee minutes are forwarded to the Faculty Senate along with the Council minutes that reflect their approval.

Azusa Pacific University Faculty Handbook

Section 8.9 • Review Boards

Most Recent Policy Revision: March 2013

1. Purpose

A review board is an administrative body of faculty members which implements specific duties assigned by the Senate in regards to faculty issues that are determined by a peer review process.

2. Membership and Representation

- a. Specific membership on each Review Board is described under “Membership and Representation”. Review Board members are elected to serve by elections of the faculty-at-large.
- b. Voting members consist of the faculty selected to serve on the Review Board as defined under the “Membership and Representation” section of each Review Board.
- c. Ex-Officio members are administrative personnel and/or faculty who serve on the Review Board as defined under the “Membership and Representation” section of each Review Board. Their administrative role and work makes their contributions to the Board valuable and necessary to the Review Board fulfilling their purpose and duties.
- d. Review Boards have the right to call witnesses or experts to provide information concerning the issue they are addressing.
- e. Review Board meetings shall be closed to non-Board members due to the confidentiality of the discussions.
- f. A representative of the Provost’s Office may sit as a non-voting ex-officio on a Review Board only if stated in the specific description of the Review Board (see Membership and Representation).
- g. Term of office for all faculty serving as Review Board members shall be three-years unless otherwise specified. One third of the faculty membership shall be selected each year to ensure an equal rotation of faculty joining and exiting the Review Board is implemented each year.
- h. Except for the Professional Affairs Review Board, the Review Board Chair shall be a faculty member elected at the first meeting of the fall semester and shall be for a term of one-year with no more than three consecutive years as Chair.
- i. Any member of a Review Board may be removed by a 2/3 vote of the members of the Board. If a member is removed, the Board shall ask for a replacement to be appointed by the Faculty Senate.

3. Duties

- a. Duties of each Review Board are specified under the description of the Review Board.
- b. A summative report of each semester's meetings is to be given to the Moderator of Senate within two weeks of each meeting

4. Reporting Relationships

- a. In general, proceedings of a Review Board are confidential in nature, and as such, details will not be reported to the Senate. The Review Board does report their deliberations and conclusions to the Provost. The Review Board is accountable to the Senate for a general discussion of the number of cases reviewed, etc. The deliberations and conclusions of the Review Board are not subject to (except where exempted in the Faculty Handbook) veto by the Senate.

Azusa Pacific University Faculty Handbook

Section 8.10 • Senate Task Forces & Ad Hoc Committees

Most Recent Policy Revision: March 2013

1. Purpose

- a. A Senate task force or ad-hoc committee is similar in construction to a Council Committee, but limited in duration. A task force or ad-hoc committee shall exist for up to two-years, with the possibility of a one-year extension, granted by the Faculty Senate.
- b. A task force or ad-hoc committee is convened by the Faculty Senate, with the membership decided by either the Senate or the Moderator.
- c. Councils and Committees must request the appointment of a task force/ad hoc committee from the Faculty Senate.

Azusa Pacific University Faculty Handbook

Section 8.11 • Diversity Council

Most Recent Policy Revision: March 2013

1. Diversity Council

a. Purpose

The purpose of this council is to affirm and value the nature of diversity and to promote the establishment of university educational policies, practices, and programs related to the understanding and appreciation of diversity from a biblical viewpoint. It is designed to represent the academic arena and extended community of the University in matters pertaining to the diversity and community demographic balance.

b. Membership and Representation

1) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative.
- b) One faculty representative elected from each Faculty Unit to serve a three-year term.
- c) Two faculty-at-large representatives elected by the faculty to serve a one-year term. One shall represent undergraduate faculty and one shall represent graduate faculty.

2) Ex-Officio Members

- a) Associate Provost, Center for Teaching, Learning, and Assessment
- b) Executive Director, Office of Diversity
- c) Diversity Fellow

3) Non-Voting Guests

- a) Special Assistant to the President and Provost
- b) Executive Director, Office of Multi-Ethnic Programs
- c) As appropriate, the Council shall invite representation from administrative and/or support service areas to attend council meetings.

c. Duties

- 1) Review and research campus and academic life to identify and address issues involving diversity.

- 2) Initiate policy that will promote a clearer understanding of diversity issues affecting the academic community life.
- 3) Provide guidance to appropriate groups addressing issues of diversity and student and faculty recruitment and retention.
- 4) Work collaboratively with the Office of Diversity on initiatives and in the formulation of policy affecting students' admissions and retention and development, faculty recruitment, community programming, etc.
- 5) Provide yearly reports to the Faculty Senate comparing APU's diversity profile to a selected cohort of like institutions.

d. Reporting Relationships

- 1) Diversity Council functions as an extension of the Faculty Senate. All actions taken by Councils must be approved by Faculty Senate.
- 2) Accurate and complete minutes conforming to the Senate template are to be given to the Moderator of the Senate within two weeks of each meeting.
- 3) As needed, the Diversity Council Chair or designee will attend Senate meetings to provide further insight and information into a Council issue that is being brought before the Senate.
- 4) The Diversity Council is responsible for maintaining a complete record of all minutes from the Council and its Committees for archival purposes.

Azusa Pacific University Faculty Handbook

Section 8.12 • Doctoral Studies Council

Most Recent Policy Revision: March 2014

1. Doctoral Studies Council

a. Purpose

Oversee the quality and effectiveness of doctoral programs through ongoing review and development of academic policies and programs associated with doctoral studies at APU.

b. Membership and Representation

1) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative.
- b) Two doctoral faculty will serve as representatives from each discipline granting a doctoral degree: Education (K-12), Higher Education, Ministry, Nursing, Physical Therapy, and Graduate Psychology. Each will serve a three-year term. In the event of a member's anticipated absence, an alternate may be designated by the department chair.
- c) A library representative who is the liaison to one or more doctoral programs.
- d) One doctoral faculty member from each doctoral program that has been approved by Faculty Senate, but not yet implemented. The member shall serve for one-year.

2) Ex-Officio Members (non-voting)

- a) Provost or Provost designee
- b) Director of Graduate Admissions
- c) Graduate Registrar
- d) Director of Graduate Academic Support
- e) Director of Research
- f) Director of Faith Integration (optional)
- g) Representative from Diversity Council (optional)

3) Non-Voting Guests

- a) As appropriate, the Council shall invite representation from administrative and/or support service areas to attend Council meetings.

c. Duties

- 1) Promote a university-wide culture of scholarship.
- 2) Ensure an appropriate level of student and faculty scholarship in all doctoral programs.
- 3) Review and approve program-specific policies and procedures for doctoral programs.
- 4) Review and evaluate new and proposed doctoral courses, curricula, and programs, assuring quality control and enhancing interdisciplinary collaboration.
- 5) Review and evaluate current doctoral academic programs to ensure quality control and effective curricula planning and enhancing interdisciplinary collaboration.
- 6) Ensure equitable teaching and research workloads across doctoral faculty.
- 7) Advise the Faculty Senate and the Provost as to appropriate systems and resources for infrastructure to support doctoral programs.
- 8) Advise the Faculty Senate and the Provost as to appropriate systems and resources for libraries and technology to support doctoral programs and research.
- 9) Advise the Faculty Senate on other matters of educational concern regarding doctoral and foundational master's programs and research.
- 10) Empower standing committees to study issues for the Council, complete tasks assigned by the Council and report recommendations back to the Council for approval. Committee meetings are to alternate with the parent council for timely reporting purposes.
- 11) Curricular issues that impact master's level programs and/or courses shall be submitted to Master's Studies Council, with review and approval for changes sought per Master's Council duties.

d. Reporting Relationships

- 1) Doctoral Studies Council functions as an extension of the Faculty Senate. All actions taken by Councils must be approved by the Faculty Senate.
- 2) Accurate and complete minutes conforming to the Senate template are to be given to the Moderator of Senate within two weeks of each meeting.

- 3) As needed, the Doctoral Studies Council Chair or designee will attend Senate meetings to provide further insight and information into a Council issue that is being brought before the Senate.
- 4) The Doctoral Studies Council is responsible for maintaining a complete record of all minutes the Council and its Committees for archival purposes.

e. Committees

- 1) The four committees of the council are:
 - a) Curriculum
 - b) Program Review
 - c) Standards and Policies (including Exceptions)
 - d) Resources and Scholarship
- 2) Each committee will be composed of a representative from all doctoral programs currently approved by the university, as well as a liaison who is a voting member of the Doctoral Studies Council. The committee will elect its chair from among its membership. As needed, a Committee's chair or his/her designee will attend the Doctoral Studies Council meetings to provide further insight and information into a committee's minutes or issues that are being brought before the Doctoral Studies Council.
- 3) For doctoral programs in process but not yet approved, a representative will serve on the Doctoral Studies Council, but not on committees.

f. Reporting Relationships of Committees

- 1) Committees shall take complete notes of their meetings and submit them to their Council within two weeks of the meeting.
- 2) Committee minutes come as a motion to the Council. They must be seconded and approved by the Council to whom the committee reports.
- 3) Committee minutes are forwarded to the Faculty Senate along with the Council minutes that reflect their approval.

g. Curriculum Review Committee

- 1) Membership and Representation
 - a) The committee shall be composed of one voting member who is currently serving on the Doctoral Studies Council and two other graduate faculty selected from the Doctoral Faculty Units who are not members of the Doctoral Studies Council.

- b) Ex-officio members may be appointed by Doctoral Studies Council or the committee as needed.
- c) The chair shall be elected from the committee membership.

2) Duties

- a) Review and evaluate doctoral academic programs and course proposals to ensure quality control and effective curricular planning for new courses and programs, including correct paperwork and consistency.
- b) Report recommendations on doctoral curriculum and program proposals to the Doctoral Studies Council.
- c) Provide updated information and processes to APU faculty and administration of doctoral curriculum and/or program changes.
- d) Serve as contacts to those individuals or programs needing guidance in the process of planning doctoral curriculum and/or program changes.
- e) Preferably meet on a twice-monthly basis unless otherwise determined by the chair of the committee based on demand/workload.

h. Standards and Policy Committee

1) Membership and Representation

- a) The committee shall be composed of one voting member who is currently serving on the Doctoral Studies Council and two other graduate faculty selected from the Faculty Units who are not members of the Doctoral Studies Council.
- b) Ex-officio members may be appointed by Doctoral Studies Council or the committee as needed.
- c) The chair shall be elected from the committee membership.

2) Duties

- a) Recommend to the Doctoral Studies Council graduate academic standards and policies, both university-wide and departmental. This includes processes and procedures to initiate and enforce doctoral academic policies, as well as graduate admissions and degree fulfillment standards.

Assess, analyze and advise current and future standards and policies that enable Azusa Pacific University to manage growth in the doctoral academic domain.

- b) Coordinate with appropriate APU administrative and academic organizations about doctoral standards and policies affecting the university (i.e., Provost, Deans, Undergraduate Studies Council).
 - c) Verify inclusion of standards and policies in the graduate catalog, Faculty Handbook, or other appropriate documents.
 - d) Determine the individual(s) or organization(s) responsible for implementing doctoral policies and standards.
 - e) Establish appropriate timelines for development of doctoral standards and policies.
- i. Program Review Committee
- 1) Purpose

The role of this committee is to assess and document the effectiveness of the doctoral curriculum on a regular basis, using the Program Review Handbook, to assure that the program goals are being met.
 - 2) Membership and Representation
 - a) Voting members of the committee shall be one representative from each doctoral program in the university.
 - b) Ex-Officio members may be appointed by the Council or committee, and ratified by the Senate, as needed.
 - c) The chair shall be elected from the committee membership.
 - 3) Duties

Program reviews are governed by the program review committee according to the following standards and in conjunction with the Program Review Handbook requirements.

 - a) The chair is responsible for maintaining communication with the programs under review and facilitating timely completion of the program review reports.
 - b) The committee reviews the program's report and completes the Program Review Committee Report and Rubric for Assessing a Program Review Report as part of its assessment. Following its review, the committee records its recommendations and forwards them to the Council.
 - c) Recommendations are also made after each program's follow-up review report is submitted.

- d) Once the Council approves a program's report, the result is communicated by the committee chair to the Office of Institutional Research and Assessment, which initiates the next steps of the process (see Program Review Handbook).
- j. Scholarship and Resources Committee (Entire Section Added: March 2012)
- 1) Purpose
 - a) The Doctoral Studies Council Scholarship and Resources committee exists to advance the work of the doctoral level scholarship through education, collaboration, and advocacy.
 - 2) Membership and Representation
 - a) Voting members of the committee shall be one representative from each doctoral program in the university.
 - b) Ex-officio members may be appointed by Doctoral Studies Council or the Committee as needed.
 - c) The chair shall be elected from the committee membership.
 - 3) Duties:
 - a) Advocate for resources that will enable doctoral faculty to conduct high quality research including communicating the availability of resources, release time, financial support, and research infrastructure.
 - b) Raise consciousness of the potential of research at the doctoral level, including feasibility and benefit to society.
 - c) Encourage faculty development in the area of research through information exchange, education, and mentorship.
 - d) The chair is responsible for ensuring that the goals identified by the Scholarship and Resources Committee are carried out.

Azusa Pacific University Faculty Handbook

Section 8.13 • Faculty Development Council

Most Recent Policy Revision: March 2013

1. Faculty Development Council

a. Purpose

To promote a culture of excellence in the practice and scholarship of teaching by facilitating faculty development.

b. Membership and Representation

1) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative.
- b) One member shall be elected from each Faculty Unit for a three-year term.
- c) In order to encourage involvement of a faculty member with a special interest in faculty development activities, the Council has the right to select one member-at-large for a one-year appointment, to be ratified by the Faculty Senate.

2) Ex-Officio Members

- a) Provost or Provost Representative
- b) Director of Faculty Development and Support
- c) Director of the Center for Academic Service-Learning and Research

3) Non-Voting Guests

- a) As appropriate, the Council shall invite representation from administrative and/or support areas to attend Council meetings.

c. Duties

- 1) Prioritize activities for ongoing faculty development with the University.
- 2) Collaborate with CTLA to provide oversight and develop proposals and programs that effectively enhance faculty's practice and scholarship of teaching.
- 3) Assist in allocation of intramural financial resources for creative teaching projects by the faculty that would improve teaching skills, enhance the instructional program, or positively impact student learning.
- 4) Provide community building among faculty.

Azusa Pacific University Faculty Handbook

Section 8.14 • Faculty Elections Council

Most Recent Policy Revision: March 2013

1. Faculty Elections Council

a. Purpose

Ensure that an efficient and orderly process is implemented to select the Faculty Moderator-Elect and faculty members to serve on the Faculty Senate, Faculty Councils and Committees and designated Review Boards.

b. Membership and Representation

1) Voting Members

- a) Membership shall consist of five faculty members elected by the faculty to serve a three-year term.

2) Ex-Officio Members

- a) Faculty Moderator or Moderator designee

3) Non-Voting Guests

- a) As appropriate, the Council shall invite representation from administrative and/or support service areas to attend Council meetings.

c. Duties

- 1) By April 1, identify all eligible positions to be filled for the following academic year.
- 2) Prepare a slate of nominees for all eligible positions.
- 3) Conduct elections for all eligible positions (see Section 4c).
- 4) Assist Faculty Units in the process of electing members to serve on the Senate and designated Senate Councils, Boards, and Committees to ensure that all positions for the next academic year are filled by September 1.
- 5) Verify candidates' eligibility and willingness to run for the office for which they are nominated.
- 6) Review and recommend changes to the election process as needed

d. Reporting Relationships

- 1) The Faculty Elections Council reports to the Senate and the Faculty-At-Large the following:

- a) Senate and Council and Committee member vacancies that need to be filled.
- b) Slate of candidates for all faculty-at-large elections.
- c) Names of candidates elected to fill designated positions.

e. The Election and Selection Processes

1) Faculty Election

- a) "Election" or "Elected" refers to a process conducted by the Faculty Election Council or Faculty Unit whereby a formal call for nominees is elicited, a slate of nominees is formed, a ballot is presented to the faculty, faculty submit their completed ballot and votes are counted, with results provided to the full faculty.
- b) The Faculty Elections Council is responsible for initiating elections. The spring election shall serve as the primary election period to fill vacancies for the following fall semester. A special election may be conducted in the fall for the sole purpose of filling any unexpected vacancies. In this case, the individual elected to the position will fill the position until the term expires.
- c) The spring election process shall be initiated no later than February 15 of the spring semester. The election schedule is described below. The Election Council has the option of moving this schedule forward or backward by one week to accommodate Easter vacation, any special events in the semester, and scheduled faculty meetings.

No later than week February 15: Call for nominations are distributed to every Full Faculty Member.

No later than March 1: Nomination forms will be due back to the chair of the Faculty Elections Council.

No later than March 15: Candidate statements for Moderator and Professional Affairs Review Board will be due back to the Chair of the Elections Council.

No later than April 1: A list of candidate statements will be distributed for review by the full faculty.

No later than April 15: Final ballots are to be collected by Faculty Elections Council.

- d) The special election process shall be initiated no later than September 15 The election schedule is described below. If any of the following weeks fall during Thanksgiving week, the action will take place during the next week.

No later than September 15: Call for nominations are distributed to every Full Faculty Member.

No later than September 21: Nomination forms and candidate statements will be due back to the chair of the Faculty Elections Council.

No later than October 1: Candidate statements and ballots will be distributed for review by full faculty.

No later than October 15: Final ballots are to be collected by Faculty Elections Council.

- e) It is expected that all candidates will have been contacted by those who nominated them to confirm their willingness to serve if elected. The chair of the Faculty Elections Council will further verify by contacting all nominees by email or memo to confirm their willingness to serve.
- f) All positions should be filled in the primary spring election. In the event that there is a need to fill positions that do not qualify for appointment (e.g.: newly created positions), outside of the established times for spring or fall elections, the Elections Council will facilitate a special election upon request of the Senate. Special elections should not take place during the last two weeks of a semester unless deemed necessary by the Senate.
- g) In the case where two positions must be filled for the same group and one term is shorter than the other, the person receiving more votes will fill the longer position and the person receiving fewer votes will fill the shorter position.
- h) The Faculty Moderator in collaboration with the Faculty Election Council will inform the Dean of each School or College no later than the first week of March regarding council or committee vacancies that need to be filled.

Azusa Pacific University Faculty Handbook

Section 8.15 • Faculty Evaluation Council

Most Recent Policy Revision: March 2014

1. Faculty Evaluation Council

a. Purpose

Oversee the transition to FES, evaluate the quality and effectiveness of all components of FES, and recommend changes to FES, including the review of appropriate issues in need of clarification or resolution.

b. Membership and Representation

1) Voting Members

a) Faculty Moderator or Moderator designee or Faculty Senate representative.

b) Membership shall consist of faculty members, elected by each unit, and shall include representation for the following areas:

- College of Liberal Arts and Sciences – 2 representatives
 - Humanities and Sciences
- College of Music and the Arts – 1 representative
- School of Behavioral and Applied Sciences – 1 representative
- School of Business – 1 representative
- School of Education – 1 representative
- School of Theology – 1 representative
- School of Nursing – 1 representative
- Library Faculty – 1 representative
- Non-classroom Faculty – 1 representative

In addition to the above representation, if necessary the Faculty Senate shall appoint additional members to ensure that each of the three professorial ranks (Assistant, Associate, and Professor), each faculty status (undergraduate, masters, doctoral, and non-classroom faculty) and different leadership roles (e.g., Department Chair, program director, associate Dean) are represented. The Council may also request, or the Senate may determine, that faculty with additional expertise needed by the Council be added. Non-Faculty Unit Faculty Senate appointments are for three years and are renewable by the Faculty Senate.

c) Members shall serve a three-year term, which is renewable by re-election from the represented unit or subsequent re-appointment by the Faculty Senate. Terms shall be staggered so that continuity may be maintained.

d) Members must be currently serving on an extended.

- e) Members of the Council will select a chair from the above representatives to serve a one-year term with a 3-year term limit.
- 2) Ex-Officio Members, Non-Voting Members
 - a) Faculty Evaluation Fellow
 - b) Associate Provost or Provost designee
 - c) Program Manager for Faculty Evaluation
- 3) Non-Voting Guests

Guests may only attend meetings where there are no individual identities or specific departments identified in FES-related discussions. Guests must secure advance approval of their attendance from the Council chair.
- c. Duties
 - 1) Oversee the transition to FES, including an evaluation of all support systems.
 - 2) Sustain minimum criteria for extended contract and promotion that are fair and within the spirit of FES.
 - 3) Periodically review the results and effectiveness of FES, proposing system changes as needed.
 - 4) When necessary, address questions or appeals of FES-related decisions.
- d. Reporting Relationships
 - 1) Except in the instances involving confidential individual data, the Council decisions will be reported to the Faculty Senate. The Faculty Senate reserves the right to refer such decisions back to the Faculty Evaluation Council for further review and maintains an ultimate veto power over the Council's decisions.
 - 2) Council decisions that are faculty-related will be reported as appropriate and necessary to faculty members, Chairs and/or Deans, and to the Provost's office for final approval.
- e. Process for individual review

Faculty needing clarification or asking for an appeal of a decision related to FES data must follow the process outlined in the [Faculty Handbook](#) (see Section 4.2)

Azusa Pacific University Faculty Handbook

Section 8.16 • Faculty Research Council

Most Recent Policy Revision: March 2013

1. Faculty Research Council

a. Purpose

Promote and support a culture of scholarship at the university through the following activities: awarding internal research funds for faculty research, advocating greater institutional support for faculty and graduate and undergraduate student research, promoting safe and ethical conduct and dissemination of research, and affirming and encouraging scholarly activities of the highest quality.

b. Membership and Representation

1) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative.
- b) One member shall be elected from each Faculty Unit for a three-year term. Each member should have a doctor, substantial progress toward the doctorate, or equivalent research experience or a terminal degree in their field.
- c) In order to encourage involvement of any faculty member with a special interest in research or faculty development activities, the Council has the right to select one member-at-large for a one-year appointment, to be ratified by the Senate.

2) Ex-Officio Members

- a) Provost or Provost designee
- b) Director of Sponsored Research and Grants
- c) Director of Research
- d) Director of Undergraduate Research
- e) Director of Faith Integration (optional)
- f) Diversity Council representative (optional)
- g) Representative from Institutional Review Board (IRB)

3) Non-Voting Guests

- a) As appropriate, the Council shall invite representation from administrative and/or support service areas to attend Council meetings.

c. Duties

1. Solicit and allocate intramural financial and administrative resources to facilitate the development of faculty research.
2. Work with the University Grants Coordinator in identifying opportunities for research funding.
3. Sponsor activities to showcase faculty scholarship and research.
4. Recognize faculty scholarship and research.

Azusa Pacific University Faculty Handbook

Section 8.17 • Faith Integration Council

Most Recent Policy Revision: March 2013

1. Faith Integration Council (FIC)

a. Purpose

The Council shall govern and assist the Office of Faith Integration in the promotion of faith integration activities in teaching and scholarship, the training of faculty in faith integration, and the measurement of faith integration activities for evaluation and contract purposes.

b. Membership and Representation

1) Qualifications of members

Faculty who wish to serve on the Faith Integration Council should meet one or more of the following requirements:

- a) The faculty member should have an earned graduate degree in biblical studies, theology, divinity, or philosophy; or
- b) The faculty member should have earned a minimum of 12 units of graduate work in biblical studies, theology, divinity, or philosophy; or
- c) The faculty member should have taken both Faith Integration courses offered for faculty at APU; or
- d) The faculty member should have sustained record of presentations/publications in faith integration; or
- e) The approval of the Director of Faith Integration and the Director of Faculty Evaluation.

2) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative.
- b) Ten faculty members who meet the FIC qualifications, elected from the following Faculty Units:
 - i. College of Liberal Arts and Sciences
 - ii. College of Music and the Arts
 - iii. School of Behavioral and Applied Sciences

- iv. School of Business and Management
 - v. School of Education
 - vi. School of Nursing
 - vii. School of Theology
 - viii. Non-classroom Faculty
 - ix. University Libraries
- 3) Ex-Officio, Non-Voting Members
- a) Director of Faith Integration
 - b) Associate Provost, (CTLA)
 - c) Faith Integration Faculty Evaluation Fellow
 - d) Chaplain, Faculty and Staff
- 4) Persistence of Membership
- a) Any member of the Council may be voted off the Council by a 2/3 vote of the membership.
- c. Duties
- 1) Faith Integration Training and Mentoring
- a) Advise the Office of Faith Integration concerning activities for training faculty in faith integration.
 - b) Help create training programs in faith integration for faculty.
 - c) Review and evaluate faith integration training efforts.
 - d) Ensure a consistent schedule of assistance to departments and individual faculty for the development of faith integration (including both face-to-face and online classes).
 - e) Make budget recommendations to the administration regarding faith integration activities.
- 2) Faith Integration Evaluation
- a) Assist in selecting evaluators of the faith integration submissions required for contract renewal and promotion within the Faculty Evaluation System (FES).

- b) Assist in creating, refining, and evaluating measures of department and faculty efforts in faith integration.
- c) Facilitate, with the Office of Faith Integration, the appeal process for faith integration submissions, as described in the Faculty Handbook.

Azusa Pacific University Faculty Handbook

Section 8.18 • General Education Council

Most Recent Policy Revision: March 2013

1. General Education Council

a. Purpose

Evaluate and approve general education credit and monitor the direction and effectiveness of the general education program.

b. Membership and Representation

1) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative
- b) Seven faculty members shall be selected by the Faculty Senate (with recommendation from the Chair of General Education Council) for a three-year term. In choosing membership for this council, the Faculty Senate shall be guided by the person's commitment to the goals of the General Education program and shall ensure that there is an ability to address the implications of all six emphases of the integrative core: Aesthetics & Creative Arts; Nature; Identity & Relationships; Language & Literature; Heritage & Institution; and God's Word and the Christian Response.
- c) Two faculty members shall be selected by the Senate to represent professional studies programs to serve a three-year term.
- d) One Library faculty member shall be selected by the Senate to serve a three-year term.
- e) One member shall be a representative from the Undergraduate Studies Council and shall serve a three-year term.
- f) One faculty member shall serve in the capacity as a writing representative for a three-year term.

2) Ex-Officio Members

- a) Director General Education Program
- b) Vice Provost for Undergraduate Programs
- c) Director of Faith Integration or designee

3) Non-Voting Guests

- b) As appropriate, the Council shall invite representation from administrative and/or support service areas to attend Council meetings.

c. Duties

- 1) Nurture general education at Azusa Pacific University by periodically informing both students and faculty of the significance of this component of the curriculum and by sponsoring faculty development activities designed to insure top quality general education curriculum.
- 2) Publicize the criteria by which courses proposed for general education credit will be evaluated. Faculty members will be encouraged to review and reshape existing courses and, where appropriate, to make them more explicit in addressing the goals of general education.
- 3) Review existing course syllabi presented by departments and/or faculty members for general education approval as a course. In doing this, the Council will preserve the integrity of the stated purposes of the general education program and will guard against course proliferation.
- 4) Assess and document the effectiveness of the general education curriculum on a regular basis, revising it as appropriate to assure that the general education goals are being met.
- 5) Collaborate with Undergraduate Studies Council the following duties related to approval and review of new general education courses and general education standards and policies that affect the undergraduate program of study.
 - a) An elected member of the General Education Council shall serve on the Undergraduate Studies Council as described under "Membership and Representation" as a voting member.
 - b) Report all new program/course syllabi approved as general education courses to the Undergraduate Studies Council.
 - c) Submit policies and procedures related to academic and programmatic issues to Undergraduate Studies Councils for review and approval as needed.

d. Assessment Committee

1) Purpose

The role of the committee is to assess and document the effectiveness of the General Education curriculum on a regular basis, revising it, as appropriate from time to time, to assure the program goals are being met.

2) Membership and Representation

- a) The committee shall be composed of two members who are currently serving on

the General Education Council and three undergraduate faculty who are not members of the General Education Council.

- b) Ex-officio members include:
 - i. The Director of General Education
 - ii. A Representative from the Office of Institutional Research and Assessment
 - iii. The WASC Accreditation Liaison Officer
 - c) Ex-officio members may be appointed by the General Education Council or the Committee as needed.
 - d) One of the representatives from the General Education Council shall be the chair.
- 3) Duties
- a) Maintain systems for the regular assessment of the General Education Program.
 - b) Maintain schedules for assessment that align with WASC accreditation visits.
 - c) Provide assessment feedback to departments and to the General Education Council.
 - d) Make assessment procedure suggestions to the General Education Council.
 - e) Collaborate with the Office of Institutional Research and Assessment to ensure the educational effectiveness of the General Education program.

Azusa Pacific University Faculty Handbook

Section 8.19 • International Studies Council

Most Recent Policy Revision: March 2014

This Council was reviewed by the Office of the Provost and the Faculty Senate in 2009-2010. Due to this review, this council will only convene upon the approval of the Provost and Faculty Moderator.

International Studies Council

a. Purpose

The purpose of the International Studies Council is to oversee the development and delivery of all credit-bearing courses and degree programs based on non-US locations, including the approval of curriculum and review of programs.

b. Membership and Representation

1) Qualifications of members

Faculty who wish to serve on the International Studies Council should have an active interest in international programs and/or have taught in an international setting.

2) Voting members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative
- b) Faculty at large (recommended by Council)
- c) A member of the Doctoral Studies Council
- d) A member of the Master's Studies Council
- e) A member of Undergraduate Studies Council
- f) A member of the General Education Council
- g) A member of the Office of Innovative Teaching and Technology
- h) Undergraduate administrative faculty representative
- i) Graduate administrative faculty representative

3) Ex-Officio, Non-Voting Members

- a) Provost or Provost designee
- b) Executive Director for Global Learning and Engagement

- c) Director of Global Leadership Program
 - d) Faith Integration representative (optional)
 - e) Diversity representative
- c. Duties
- Approve and oversee the development and delivery of international credit-bearing courses and degree programs sponsored and endorsed by APU through the establishment of criteria and regular assessment of academic, accreditation, curricular, environmental, and health and safety standards of each course and/or program.
- d. Reporting Relationships
- 1) With respect to the approval of new programs and courses, the Curriculum Review committee of the International Studies Council serves as a first reviewer of programs, who then recommends approval directly to the appropriate curriculum council (UGSC, MSC, or DSC), subject to its veto.
 - 2) The Program Review Committee of the International Studies Council reviews international programs and reports their review directly to the appropriate curriculum council (UGSC, MSC, or DSC), subject to its veto.
 - 3) The Standards and Policies Committee of the International Studies Council reviews and creates policies and standards for international programs and courses, and reports their changes directly to the appropriate curriculum council (UGSC, MSC, or DSC), subject to its veto.
- e. Committee Structure and Duties
- 1) Curriculum Review
 - a) Membership and Representation
 - i. The Committee shall be comprised of one member who is currently serving on the International Studies Council and two other faculty selected from the Faculty Units who are not members of the International Studies Council.
 - ii. Ex-officio members may be appointed by the International Studies Council or the Committee as needed.
 - iii. The chair shall be the representative from the International Studies Council.

b) Duties

- i. Review and evaluate international academic programs and course proposals to ensure quality control and effective curricular planning for new courses and programs, including correct paperwork and consistency.
- ii. Report recommendations on international curriculum and program proposals to the International Studies Council for approval.
- iii. Provide updated information and processes to APU faculty and administration of international curriculum and/or program changes.
- iv. Serve as contacts to those individuals or programs needing guidance in the process of planning international curriculum and/or program changes.
- v. Preferably meet on a twice-monthly basis unless otherwise determined by the chair of the Committee based on demand/workload.

2) Program Review

a) Purpose

- i. The role of this Committee is to assess and document the effectiveness of the international curriculum on a regular basis, revising it, as appropriate from time to time, to assure the program goals are being met.

b) Membership and Representation

- i. The Committee shall be comprised of one member who is currently serving on the International Studies Council and two other faculty selected from the Faculty Units who are not members of the International Studies Council.
- ii. Ex-officio members may be appointed by the International Studies Council or the Committee as needed.
- iii. The chair shall be the representative from the International Studies Council.

c) Duties

Program reviews are conducted by subcommittees established according to the following standards:

- i. According to the program review schedule, the Council shall select annually one subcommittee chairperson per program to serve one-year terms.
- ii. The number of international program review subcommittees will depend on the number of programs being reviewed in any academic year.

- iii. The chair is responsible for maintaining a current plan of international program review and is responsible for communicating in writing the timetable and selection of programs needing to initiate a self-study, as well as those submitting a one-year follow-up report.
- iv. The Committee also makes and records recommendations as a result of each self-study to the Associate Provost.
- v. Recommendations are also made after each international program one-year follow-up review with final recommendations addressed to the Provost of the university.

3) Standards and Policies

a) Membership and Representation

- i. The Committee shall be composed of one member who is currently serving on the International Studies Council and two other faculty selected from the Faculty Units who are not members of the International Studies Council.
- ii. Ex-officio members may be appointed by the International Studies Council or the Committee as needed.
- iii. The chair shall be the representative from the International Studies Council.

b) Duties

- i. Recommend to the International Studies Council academic standards and policies, both university-side and departmental. This includes processes and procedures to initiate and enforce graduate academic policies, as well as graduate admissions and degree fulfillment standards.
- ii. Assess, analyze, and advise current and future standards and policies that enable Azusa Pacific University to manage growth in the international academic domain.
- iii. Coordinate with appropriate APU administrative and academic organizations about international standards and policies affecting the university (i.e., Provost, Deans, Undergraduate Studies Council).
- iv. Verify inclusion of standards and policies in the academic catalogs, Faculty Handbook, or other appropriate documents.
- v. Determine the individual(s) or organization(s) responsible for implementing international policies and standards.
- vi. Establish appropriate timelines for development of international standards and policies.

Azusa Pacific University Faculty Handbook

Section 8.20 • Master's Studies Council

Most Recent Policy Revision: March 2014

1. Master's Studies Council

a. Purpose

Oversee the quality and effectiveness of graduate level programs through ongoing review and development of academic policies and programs associated with master's education, graduate continuing education, and master's levels accelerated degree programs at APU.

b. Membership and Representation

1) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative for a one-year term.
- b) Two members shall be selected from each Faculty Unit, except as noted below, for a three-year term.
 - i. One representative shall be elected by each of the following Faculty Units: Library and non-classroom faculty.
- c) The School of Education shall elect one additional member for a three-year term.
- d) Up to two faculty members representing areas of new program development and selected by their departments shall be selected to a one-year term and ratified by the Senate. Departments seeking new program development representation shall make their request through their Faculty Unit representative member of the Master's Studies Council. The Master's Studies Council shall determine which department(s) shall have representation for new program development and request that the department elect their representative.
- e) One member shall be a representative from the International Studies Council and shall serve a three-year term.
- f) In order to encourage involvement of any faculty member with a special interest in curriculum development activities, the Master's Studies Council has the right to appoint one member-at-large for a one-year term, to be ratified by the Senate.

- 2) Ex-Officio Members
 - a) The Director of Graduate Academic Support
 - b) Graduate Registrar
 - c) Director of Graduate Admissions
 - d) Provost or Provost designee
 - e) Director of International Student Services
 - f) Executive Director of Global Learning and Engagement

- 3) Non-Voting Guests

- a) As appropriate, the Council shall invite representation from administrative and/or support service areas to attend Council meetings.

- c. Duties

- 1) Develop policies (for Senate approval) in regards to the master's level academic programs approval and standards for continuation.
- 2) Develop policies (for Senate approval) in regard to master's level continuing education program approval and standards for continuation.
- 3) Review and evaluate new and proposed master's courses, programs, curricula, and continuing education, assuring quality control and avoiding duplication.
- 4) Review and evaluate current master's academic programs to ensure quality control and effective curricula planning and avoid duplication.
- 5) Assure the academic quality and safety standards of sponsored and endorsed master's domestic and international programs. (see Duties of International Studies Council)
- 6) Advise the Faculty Senate on other matters of educational concern regarding master's programs.
- 7) Empower standing committees to study issues for the Council, complete tasks assigned by the Council and report recommendations back to the Council for approval. Committee meetings are to alternate with the parent council for timely reporting purposes.

- d. Reporting Relationships

- 1) Master's Studies Council functions as an extension of the Faculty Senate. All actions taken by Councils must be approved by the Faculty Senate.

- 2) Accurate and complete minutes conforming to the Senate template are to be given to the Moderator of Senate within two weeks of each meeting.
- 3) As needed, the Master's Studies Council chair or designee will attend Senate meetings to provide further insight and information into a Council issue that is being brought before the Senate.
- 4) The Master's Studies Council is responsible for maintaining a complete record of all minutes from the Council and its Committees for archival purposes.
- 5) Minutes from all committees are to be reported to the Council.
- 6) All recommendations made by a committee are reported to the Master's Studies Council and approved by the Council before advancement to the Senate for approval.

e. Committee Structure and Duties

1) Committees of the Council

The five Committees of the Council are:

- a) Admissions Exceptions
- b) Curriculum Review Committee
- c) Program Exceptions Committee
- d) Program Review Committee
- e) Standards and Policies

2) Admissions Exceptions Committee

a) Membership and Representation

- i. The committee shall be composed of one voting member who is currently serving on the Master's Studies Council and two other graduate faculty selected from the Faculty Units who are not members of the Master's Studies Council.
- ii. Ex-officio members may be appointed by Master's Studies Council or the committee as needed.
- iii. The chair shall be the representative from the Master's Studies Council.

- b) Duties
 - i. Review formal academic petitions submitted by graduate students who wish to challenge a denial of admission to their chosen program.
 - ii. Interpret and enforce university graduate admission standards and policies as stated in the current university graduate catalogue.
- 3) Curriculum Review Committee
 - a) Membership and Representation
 - i. The committee shall be composed of one voting member who is currently serving on the Master's Studies Council and two other graduate faculty selected from the Faculty Units who are not members of the Master's Studies Council.
 - ii. Ex-officio members may be appointed by Master's Studies Council or the committee as needed.
 - iii. The chair shall be the representative from the Master's Studies Council
 - b) Duties
 - i. Review and evaluate graduate academic programs and course proposals to ensure quality control and effective curricular planning for new courses and programs, including correct paperwork and consistency.
 - ii. Report recommendations on graduate curriculum and program proposals to the Master's Studies Council for approval.
 - iii. Provide updated information and processes to APU faculty and administration of graduate curriculum and/or program changes.
 - iv. Serve as contacts to those individuals or programs needing guidance in the process of planning graduate curriculum and/or program changes.
 - v. Preferably meet on a twice-monthly basis unless otherwise determined by the chair of the committee based on demand/workload.
- 4) Program Exceptions Committee
 - a) Membership and Representation
 - i. The committee shall be composed of one member who is currently serving on the Master's Studies Council and two other graduate faculty selected from the Faculty Units who are not members of the Master's Studies Council.

- ii. Ex-officio members may be appointed by Master's Studies Council or the committee as needed.
- iii. The chair shall be the representative from the Master's Studies Council.

b) Duties

- i. Review formal academic petitions submitted by graduate students who wish to challenge an academic policy to their chosen program.
- ii. Interpret and enforce university graduate academic standards and policies as stated in the current university graduate catalogue.

5) Program Review Committee

a. Purpose

- i. The role of this committee is to assess and document the effectiveness of the master's curriculum on a regular basis, using the Program Review Handbook, to assure the program goals are being met.

b) Membership and Representation (Section Added: March 2012)

- i. Members will be selected by the Council in accordance with the criteria established in the current edition of the Program Review Handbook.
- ii. Ex-officio members may be appointed by the Council or the committee, and ratified by the Senate, as needed.
- iii. The chair shall be a representative from the Master's Studies Council.

c) Duties

Program reviews are governed by the program review committee according to the following standards and in conjunction with the Program Review Handbook requirements:

- i. According to the program review schedule maintained by the Office of Institutional Research and Assessment, the committee shall select annually one chairperson per program to serve a one-year term. The chairperson is responsible for maintaining communication with the program under review and facilitating timely completion of the program review report.
- ii. The committee reviews the program's report and completes the Program Review Committee Report and Rubric for Assessing a Program Review Report as part of its assessment. Following its review, the committee records its recommendations and forwards them to the Council.

- iii. Recommendations are also made after each program's one-year follow-up report is submitted.
 - iv. Once the Council approves a program's report, the result is communicated by the committee chair to the Office of Institutional Research and Assessment, which initiates the next steps of the process (see Program Review Handbook).
- 6) Standards and Policy Committee
- a) Membership and Representation
 - i. The committee shall be composed of one voting member who is currently serving on the Master's Studies Council and two other graduate faculty selected from the Faculty Units who are not members of the Master's Studies Council.
 - ii. Ex-officio members may be appointed by the Master's Studies Council or the committee as needed.
 - iii. The chair shall be the representative from the Master's Studies Council.
 - b) Duties
 - i. Recommend to the Master's Studies Council graduate academic standards and policies, both university-wide and departmental. This includes processes and procedures to initiate and enforce graduate academic policies, as well as graduate admissions and degree fulfillment standards.
 - ii. Assess, analyze, and advise current and future standards and policies that enable Azusa Pacific University to manage growth in the graduate academic domain.
 - iii. Coordinate with appropriate APU administrative and academic organizations about graduate standards and policies affecting the university (i.e., Provost, Deans, Undergraduate Studies Council).
 - iv. Verify inclusion of standards and policies in the graduate catalog, Faculty Handbook, or other appropriate documents.
 - v. Determine the individual(s) or organization(s) responsible for implementing graduate policies and standards.
 - vi. Establish appropriate timelines for development of graduate standards and policies.

Azusa Pacific University Faculty Handbook

Section 8.21 • Undergraduate Studies Council

Most Recent Policy Revision: March 2014

1. Undergraduate Studies Council

a. Purpose

Oversee the quality and effectiveness of undergraduate programs through ongoing review and development of academic policies and programs associated with undergraduate education and undergraduate level accelerated degree programs at APU.

b. Membership and Representation

1) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative. This member shall not be required to serve on a Council Committee.
- b) Two members shall be selected from each Faculty Unit, except as noted below for a three-year term.
 - i. One representative shall be elected by each of the following Faculty Units: Library and non-classroom faculty.
- c) In order to encourage involvement of any faculty member with a special interest in curriculum development activities, the Undergraduate Studies Council has the right to select one member-at-large for a one-year appointment, to be ratified by the Senate.
- d) One student representative shall be appointed by the Student Government Association. This individual shall also serve on the Standards and Policy Committee.
- e) One member shall be a representative of the General Education Council.

2) Ex-Officio Members

- a) Provost or Provost designee
- b) Undergraduate Registrar
- c) Director of Academic Advising
- d) Director of Faith Integration or designee (optional)
- e) Representative from the Diversity Council or designee (optional)

3) Non-Voting Guests

- a) As appropriate, the Council shall invite representation from administrative and/or support service areas to attend Council meetings.

c. Duties

- 1) Develop policies (for Senate approval) in regard to undergraduate academic program approval and standards for continuation.
- 2) Review and evaluate new and proposed undergraduate courses, programs, and curricula, assuring quality control and avoiding duplication.
- 3) Review and evaluate current undergraduate academic programs to ensure quality control and effective curricula planning including avoiding duplication and ensuring learning outcomes are being met.
- 4) Assure the academic quality and safety standards of sponsored and endorsed undergraduate off campus domestic and international programs (see Duties of International Studies Council).
- 5) Collaborate with General Education Council the following duties related to approval and review of new general education courses and general education standards and policies that affect the undergraduate program of study.
 - a) One member of the Undergraduate Studies Council shall serve on the General Education Council for a three-year term.
 - b) New program/course syllabi submitted for undergraduate studies review and approval that are for general education credit will be reviewed and approved by the General Education Council prior to submission to the Undergraduate Studies Council for review and approval.
 - c) Undergraduate studies policies and procedures related to academic and programmatic issues impacting the general education program at APU will be shared with the General Education Councils for review and approval or endorsement prior to approval by the Senate.
 - d) In cases where co-curricular issues exist that impact areas of governance shared by (or of mutual concern to) the General Education Council and the Undergraduate Studies Council, a task force will be appointed with members of both councils present to discuss the issues and develop a proposal for review and approval by the respective councils. In the case of disagreement between the Councils, the proposal will be forwarded to the Senate for review and action.

- 6) Advise the Faculty Senate on other matters of educational concern regarding undergraduate programs.
- 7) Empower standing committees to study issues for the Council, complete tasks assigned by the Council and report recommendations back to the Council for approval. Committee meetings are to alternate with the parent council for timely reporting purposes. In order to promote continuity between the committees and the Council, each Council member will be strongly encouraged to serve on a standing committee.

d. Reporting Relationships

- 1) Undergraduate Studies Council functions as an extension of the Faculty Senate. All actions taken by Councils must be approved by the Faculty Senate.
- 2) Accurate and complete minutes conforming to the Senate template are to be given to the Moderator of Senate within two weeks of each meeting.
- 3) As needed, the Undergraduate Studies Council chair or designee will attend Senate meetings to provide further insight and information into a Council issue that is being brought before the Senate.
- 4) The Undergraduate Studies Council is responsible for maintaining a complete record of all minutes from the Council and its committees for archival purposes.
- 5) Minutes from all committees are to be reported to the Council.
- 6) All recommendations made by a committee are reported to the Undergraduate Studies Council and approved by the Council before advancement to the Senate for approval.
- 7) Report all conclusions and recommendations regarding international program review and curricula changes to the International Studies Council prior to advancement to the Senate for approval by the International Studies Council.

e. Committee Structure and Duties

1) Admissions Committee

a) Membership and Representation

- i. The Committee shall be composed of one representative appointed from Liberal Arts and Sciences, Theology, Business and Management, Music and the Arts, Behavioral Arts and Sciences, Diversity Council, and Undergraduate Studies Council. The Undergraduate Studies Council may add, as needed, one to three faculty representatives from academic units not listed above.

ii. Ex-Officio Members include:

- Director of Undergraduate Admissions
- Director of Freshman Recruitment
- Director of Admissions
- Representative from the Department of Graduate Psychology
- Representative from the office of Academic Advising & Retention
- Representative from the Office of Student Life
- Representative from the Learning Enrichment Center

b) Duties

- i. Serve as both pro-active and responsive review of individual admissions issues brought to the committee.
- ii. Provide ongoing review and development of general policies governing admission including admission criteria, scholarship, and ancillary admissions issues.

2) Curriculum Review Committee

a) Membership and Representation

- i. The committee shall be composed of one member who is currently serving on the Undergraduate Studies Council and four other undergraduate faculty selected from the Faculty Units who are not members of the Undergraduate Studies Council.
- ii. Ex-officio members may be appointed by Undergraduate Studies Council or the committee, and ratified by the Senate, as needed.
- iii. The chair shall be the representative from the Undergraduate Studies Council.

b) Duties

- i. Review and evaluate undergraduate academic program and course proposals to ensure quality control and effective curricular planning for new courses and programs, including correct paperwork and consistency.
- ii. Report recommendations on undergraduate curriculum and program proposals to the Undergraduate Studies Council for approval.

- iii. Provide updated information and processes to APU faculty and administration of undergraduate curriculum and/or program changes.
- iv. Serve as contacts to those individuals or programs needing guidance in the process of planning undergraduate curriculum and/or program changes.
- v. Preferably meet on a twice-monthly basis unless otherwise determined by the chair of the committee based on demand/workload.

3) Program Review Committee

a) Purpose

- i. The role of this committee is to assess and document the effectiveness of the undergraduate curriculum on a regular basis, using the Program Review Handbook, to assure the program goals are being met.

b) Membership and Representation

- i. Members will be selected by the Undergraduate Studies Council in accordance with the criteria established in the current edition of the Program Review Handbook.
- ii. Ex-officio members may be appointed by the Council or the committee, and ratified by the Senate, as needed.
- iii. The chair shall be a representative from the Undergraduate Studies Council.

c) Duties

Program reviews are governed by the program review committee according to the following standards and in conjunction with the Program Review Handbook requirements:

- i. According to the program review schedule maintained by the Office of Institutional Research and Assessment, the committee shall select annually one chairperson per program to a serve one-year term. The chairperson is responsible for maintaining communication with the program under review and facilitating timely completion of the program review report.
- ii. The committee reviews the program's report and completes the Program Review Committee Report and Rubric for Assessing a Program Review Report as part of its assessment. Following its review, the committee records its recommendations and forwards them to the Council.
- iii. Recommendations are also made after each program's follow-up report is submitted.

- iv. Once the Council approved a program's report, the result is communicated by the committee chair to the Office of Institutional Research and Assessment, which initiates the next steps of the process (see Program Review Handbook).

4) Standards and Policy Committee

a) Membership and Representation

- i. The committee shall be composed of at least one member who is currently serving on the Undergraduate Studies Council and two other undergraduate faculty selected from the Faculty Units or from members of the Undergraduate Studies Council, and the Undergraduate Studies student representative.
- ii. Ex-officio members may be appointed by Undergraduate Studies Council or the committee, and ratified by the Senate, as needed.
- iii. The chair shall be the representative from the Undergraduate Studies Council.

b) Duties

- i. Recommend to the Undergraduate Studies Council undergraduate academic standards and policies, both university-wide and departmental. This includes processes and procedures to initiate and enforce undergraduate academic policies, as well as undergraduate admissions and degree fulfillment standards.
- ii. Assess, analyze and advise current and future standards and policies that enable Azusa Pacific University to manage growth in the undergraduate academic domain.
- iii. Coordinate with appropriate APU administrative and academic organizations about undergraduate standards and policies affecting the university (i.e., Provost, Deans, Undergraduate Studies Council).
- iv. Verify inclusion of standards and policies in the undergraduate catalog, Faculty Handbook, or other appropriate documents.
- v. Determine individual(s) or organization(s) responsible for implementing undergraduate policies and standards.
- vi. Establish appropriate timelines for development of undergraduate standards and policies.

Azusa Pacific University Faculty Handbook

Section 8.22 • Workload & Compensation Council

Most Recent Policy Revision: March 2013

1. Workload and Compensation Council

a. Purpose

Provide mechanism for dialogue and policy development on issues related to faculty workload and compensation.

b. Membership and Representation

1) Voting Members

- a) Faculty Moderator or Moderator designee or Faculty Senate representative.
- b) One member selected from each Faculty Unit for a three-year term.

3) Ex-Officio Members

- a) Provost or Provost designee
- b) Human Resources representative
- c) Chief Financial Officer

3) Non-Voting Guests

- a) As appropriate, the Council shall invite representation from administrative and/or support service areas to attend Council meetings.

c. Duties

1) General Duties

- a) Represent the faculty in considerations of compensation and recommend to the Faculty Senate, appropriate changes in faculty compensation.
- b) Review and recommend policies (for Senate approval) concerning workload, faculty benefits (e.g. retirement, insurance, health benefits, child care) and other items related to faculty workload, working conditions, and compensation.

2) Specific Duties

- a) Prepare an annual report to the Faculty Senate comparing salaries and benefits at Azusa Pacific University to a selected cohort of comparable California colleges and universities.

Azusa Pacific University Faculty Handbook

Section 8.23 • Professional Affairs Review Board

Most Recent Policy Revision: March 2013

1. Professional Affairs Review Board (PARB)

a. Purpose

To insure fair process, respond, and make recommendations regarding faculty appeals and grievances that are presented to the Review Board. The Board may also refer issues raised to other appropriate bodies within the University.

b. Membership and Representation

1) Voting Members

To ensure fairness in the hearing of grievances, a pool of nine PARB members shall be created. Six shall be elected from the general faculty, with no more than one representative from any department or division within a Faculty Unit. Three faculty from different Faculty Units shall be appointed by the President. All faculty serving on the Professional Affairs Review Board must be on extended contract. PARB members will serve three year terms, with one appointed member and two elected members rotating off the Board each year.

The processes of the Professional Affairs Review Board are coordinated by the Faculty Moderator (or Moderator designee), who is responsible for assembly of a Review Board to hear a case.

The Review Board assembled to hear a particular case elects a chair for that case at their first meeting. PARB chairs serve on a case-by-case basis.

2) Ex-Officio Members

- a) None shall be appointed

3) Non-Voting Guests

- a) None shall be invited during the deliberations of the Review Board due to the confidential nature of the meetings

c. Duties

- 1) Serve as the appropriate body for appeals in grievances calling for arbitration. Any action(s) by this Board are not subject to Faculty Senate veto.
- 2) Members of the PARB are expected to recuse themselves from hearings in which they may be a conflict of interest. Conflict of interest is defined as the individual or one of their family members having a current or past reporting

relationship with one of the parties in the grievance, having any family relationship, financial relationship or close personal connection outside the university with one of the parties in the grievance, being a part or witness to the issue at hand, or having a history of conflict with one or more of the parties involved in the grievance. If you have personally met with the PARB within the last five years, you are ineligible for participation. In the event of a dispute, the Faculty Moderator and Steering Committee of the Faculty Senate shall make the final determination whether a conflict of interest exists.

- 3) Conclude its investigation of a grievance within 30 days of receipt of a grievance to the Professional Affairs Review Board.
- 4) Matters for consideration by this Review Board should be brought to the Faculty Moderator, or in his/her absence, the Vice Moderator or Moderator-Elect within ten working days in the event of termination (see "Termination of An Appointment" section in this Handbook). Other matters should be brought to the Faculty Moderator (or designee) within 20 working days following the resolution process, unless an extension is otherwise requested.* Faculty members or the other party(ies) involved in the grievance needing additional time to gather information for their case may request from the PARB chair of their case an extension to the deadline for submission of materials, as long as the request for the extension is made within the appropriate timeline (14 days for non-renewal or termination of a contract; 30 days for other matters).
- 5) See the "Academic Due Process Statement" in this Handbook for further details.
* The 20 working days period also applies for the request for an extension.

d. Reporting Relationships

- 1) The Faculty Moderator or Moderator designee will notify the Provost within two weeks of receipt of a grievance. The Moderator will meet with the Provost's representatives at the Provost's discretion.
- 2) While recognizing the confidential nature of personnel matters, the Review Board should still provide general minutes that inform the Faculty Senate regarding the number of cases reviewed and the general nature of these cases.
- 3) Review Board decisions regarding faculty grievances are not subject to Senate veto.
- 4) Review Board decisions regarding faculty grievances are made directly to the Provost.

e. Orientation and Advice

- 1) The Office of the Provost, in conjunction with General Counsel and the Human Resources Department of the University shall provide an orientation

to members of the Board regarding relevant provisions of employment law and process.

- 2) At the discretion of the Chair, the Board may consult with a representative of the Human Resources Department and/or General Counsel for advice regarding the issue that is before the Board.

Azusa Pacific University Faculty Handbook

Section 8.24 • Handbook Review Committee

Most Recent Policy Revision: March 2013

1. Handbook Review Committee

a. Purpose

- 1) The purpose of the committee is to ensure that the Faculty Handbook provides clear and consistent procedures for faculty as they fulfill their duties at Azusa Pacific University.

b. Members

- 1) The committee shall be comprised of the moderator, past moderator or moderator-elect, the faculty senate historian, and a minimum of two other faculty members.
- 2) The chair shall be elected at the first meeting.

c. Duties

- 1) Undertake a yearly review of the Faculty Handbook to ensure consistency and effectiveness in processes and procedures.
- 2) Receive proposed changes from various councils and/or faculty units or representatives.
- 3) Ensure that requested changes do not create inconsistency in procedures.
- 4) Present proposed changes to the Faculty Senate.
- 5) Forward recommended changes to the Provost for final approval.