



**Graduate Faculty Handbook
2021 - 2022 Academic Year**



Waldorf University –Graduate Faculty Handbook 2021 - 22 Academic Year

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1 History, Mission, Purposes and Goals

1.1 History

Shortly after the turn of the 20th century, two luxuriously-appointed new hotels in Forest City, Iowa were involved in a "hotel war." After only four months, one of them, the Waldorf Hotel, was purchased by the other. The Waldorf Hotel building stood vacant until it was bought by local Lutheran pastor, Reverend Christian S. Salveson, (1858-1938). Reverend Salveson opened as a coeducational institution in the fall of 1903 to educate lay people in "both the mind and spirit." The building constructed as a hotel survives today as the main administration building of Waldorf University.

Although named Waldorf College, the school operated as an academy until 1920, when a junior college department was added. Waldorf existed as a six year institution from 1920 to 1936. In 1936, the high school department (academy) was discontinued, but in 1945 Waldorf became a four year institution when the last two years of high school were added to meet the needs of young persons whose education had been interrupted by war. The college was accredited by the Higher Learning Commission of the North Central Association of Schools and Colleges in 1948. In 1956, Waldorf discontinued the high school program and focused exclusively on serving the region as a two year college.

Although it resisted becoming a four year college in the 1960s, Waldorf has continued its pattern of adaptation in recent years. In the late 1980s, the University developed an evening program and a relationship with Wartburg College, enabling non-traditional students to earn Associate of Arts and Bachelor of Arts degrees. In the 1990s Waldorf began a process of developing a number of innovative programs whereby students could earn BA degrees in three years. In 2001, Waldorf became accredited as a four-year baccalaureate college.

In 2010, Waldorf began the next step in its journey with its acquisition by Mayes Education and the addition of online programs offered to students across the country. That expansion to online degrees also provided the infrastructure necessary to receive authorization from the Higher Learning Commission to offer the institution's first graduate degree, a Master of Arts in Organizational Leadership.

In 2016, Waldorf College became Waldorf University, a change of name and status made possible by the growth in online programs and the transition to an institution offering a wider range of degrees, from the Associate of Arts, the Bachelor of Arts, the Bachelor of Applied Science, the Bachelor of Science, and the Master of Arts.

1.2 Mission

Waldorf University seeks to be an engaging community of learning and faith where relationships are formed and opportunities for learning and service abound. Our mission is to educate the whole person emphasizing integrity and equipping students to succeed and to serve the communities where they live and work.

As a Liberal Arts University with Core Values Waldorf offers a curriculum to liberate the way students develop a basic understanding and knowledge of how those in a variety of disciplines think and approach life. As a liberal arts university, Waldorf seeks to instill values of *service, community, critical inquiry, and lifelong learning* in each student and in the very culture of the university community. These values and this education prepare our graduates to understand and contribute to life in our complex and ever-changing world.

As a Residential University Waldorf offers a carefully designed student life program, as well as extensive co-curricular, cultural and community service activities designed to create a campus atmosphere conducive to a well-rounded educational experience. We value high academic achievement, personal growth, the building of lasting friendships, and a growing awareness of community responsibility.

As an Online University Waldorf offers a broad range of quality online academic programs delivered in an innovative flexible format while providing a positive experience that impacts the lives of students.

As a Community that Values Religious Faith Waldorf seeks to explore the meaning and depth that religion and spirituality can add to life. The questions religion poses for the living of life and the unique perspective spirituality can give to the living of life are explored with academic rigor. Students are encouraged to develop a deep respect for the role faith can play in giving direction, purpose, and a moral foundation to life.

As a University Engaged with the World Waldorf seeks to bring the world to our community by enrolling a significant number of international students. Waldorf actively encourages all students to experience the world through multi-discipline opportunities for travel and study abroad.

As a University Born of a Strong Academic Heritage Waldorf has upheld the Lutheran tradition of excellence in higher education since the institution was founded in 1903. This tradition values service to the community, academic excellence, freedom of inquiry, a liberating education, and learning through the exchange of ideas in open conversation.

1.3 Purposes and Goals

1.3.1 Graduate Program - Goals and Outcomes

As an institution, Waldorf University strives to educate the whole person, and to accomplish this within the graduate program, goals and outcomes will be established by the faculty, staff, and administration and confirmed by the Board of Trustees during the 2020-21 academic year.

Appropriate multiple measures of progress/accomplishment for each outcome will be identified, collected and analyzed via the university's assessment process.

1.3.2 Accountability and Progress

To accomplish its outcome goals, the University has a strategic planning system including faculty participation that is designed to provide information about institutional context and relate it to specific objectives that will be pursued in the future.

[Note: For more information about the university's strategic planning system consult section 2.6 of this handbook.]

2 Organization, Governance and Planning

2.1 Organization Chart

The governance and administrative functions and lines of authority are summarized in an organizational chart, provided in Appendix 1 to the Graduate Faculty Handbook.

2.2 Columbia Southern Education Group

Mayes Education, Inc. d.b.a. Waldorf University, is a wholly owned subsidiary of Columbia Southern Education Group (CSEG). CSEG is a closely held for-profit corporation, that also operates Columbia Southern University, which is an online university serving students across the nation and the world.

2.3 Board of Trustees

2.3.1 Composition and Role of the Board

The Board of Trustees consists of between 9 and 15 voting members. The University President, President's Council Members and the Undergraduate Faculty Chair serve as non-voting representatives and advisors to the Board.

The Board of Trustees is the final decision maker in establishing and interpreting the policies of the University. The Board also selects the president and evaluates the president's performance.

2.3.2 Organization of the Board of Trustees Committees

The Board of Trustees has established the following committees:

- Academic Quality Committee
- Finance Committee
- Executive Committee

Each committee has a chair and may have one or more university staff persons of corresponding responsibilities who serve an advisory role. The Chair of the Board of Trustees is an ex officio member of all committees and the university president is an advisor to all committees.

2.4 University Administration

The University administrators described below have responsibilities related to academic programs and/or faculty hiring.

2.4.1 President of the University

The president serves as the institution's chief executive officer and is elected by the University's Board of Trustees. The president reports directly to the Board, and has ultimate responsibility for the operation of all aspects of the University in accordance with policies adopted by the Board.

Working cooperatively with the administrative officers, faculty, students and various committees, the president is charged with leading the institution and developing, implementing and evaluating the necessary data, long-range plans and strategic recommendations necessary for the Board of Trustees to effectively govern the institution.

As the principal spokesperson for the University, a significant amount of the president's time is devoted to marketing-related matters: the external constituencies of the University, support for the admission program, and the development of enrollment generating programs that ensure the fiscal health of the institution and achievement of its goals.

2.4.2 Vice President for Academic Affairs and Dean of the University

The Vice President for Academic Affairs (VPAA) serves as the University's chief academic officer (CAO) with responsibility for academic quality in undergraduate and graduate teaching and learning and also has specific institution-wide responsibilities outside Academic Affairs. The VPAA's institution-wide responsibilities include overall coordination of accreditation, program evaluation and assessment, and institution-wide programs for student retention, staff development and strategic planning.

As CAO, the VPAA is directly responsible for the following areas:

- Registrar's office and registration processes
- Curriculum development and evaluation for residential and online programs
- Recruitment, hiring, orientation, and separation of faculty

- Faculty evaluation, promotion, and tenure
- Faculty professional development
- Faculty teaching and advising loads
- Oversee the registration and advising of students
- Library resources
- The Academic Achievement Center (AAC)
- Writing Center
- English as a Foreign Language (EFL) programs
- Student academic discipline
- Co-curricular activities that receive academic credit

The VPAA serves as the senior executive when the president is absent from the campus and also works closely with the VP for Business Affairs on budget activities.

2.4.2.1 Dean of Online Programs

The Dean of Online Programs provides vision, planning, oversight, assessment of effectiveness, and expansion of online learning initiatives for the institution. The dean works across academic units at the University and has strategic responsibility for academic matters related to online education initiatives. The dean will oversee the development and revision of online education activities including, scheduling new and existing online courses and programs, promote ongoing professional development programs for faculty teaching online courses, and established online education standards applying instructional design principles. The dean has responsibility for graduate programs. Reporting to the dean are the Associate Dean of Online Programs, the Director of Online Curriculum Learning and Instructional Design, and graduate program directors.

2.4.2.1.1 Associate Dean of Online Programs

The Associate Dean of Online Programs is responsible for leading the institution's academic affairs online undergraduate curriculum (including the online core curriculum), online undergraduate program directors, and undergraduate online faculty. The associate dean facilitates curriculum development and implementation, coordinating and collaborating with the Dean of Online Programs, Director of Online Learning and Instructional Design, and online and residential faculty in their respective fields of study. The Associate Dean of Online Programs is responsible for the academic integrity and outcomes assessment of all online programs (undergraduate and graduate) and supports innovations in academic programs and methods of online instruction and delivery that responds to a rapidly changing higher education environment.

2.4.2.1.2 Director of Online Learning and Instructional Design

The Director of Online Learning and Instructional Design provides leadership, strategic focus, and a structure for continuous improvement, monitoring and implementation of the online curriculum. The director works closely with the Dean of Online Programs and the Associate Dean in carrying out the overall vision and mission of the online division to include application of the Online Course Vision and oversight and budgeting of course development and revision. The director is responsible for planning, scheduling, coordinating, managing, and directing various comprehensive projects as related to instructional design, the online division, and the university. Reporting to the Director are the Online Course Support Coordinator, the Online Faculty Support Coordinator, and Instructional Designers.

2.5 Institutional Committee Structure

There are two categories of institutional committees with graduate faculty membership. The first category is the Graduate Faculty Standing Committees, which include elected graduate faculty members and make decisions on faculty and academic issues. The second category is the Administrative Standing Committees which may include graduate faculty appointed or elected as members or have graduate faculty represented by the Dean of Online Learning. There are also various advisory groups to which graduate faculty members may be appointed on an as-needed basis. Faculty elected to committees take office at the beginning of the academic year. The Graduate Faculty Handbook can only be considered authoritative and binding on the Graduate Faculty Standing Committees. Information about Administrative Standing Committees is provided for informational purposes.

2.5.1 Graduate Faculty Standing Committees

The Standing Committees are comprised of graduate faculty and staff members, and they deal with faculty and academic issues.

2.5.1.1 Graduate Council

Refer to Section 3.1.4 for more information about the Graduate Council.

2.5.1.1.1 Membership

- The Chairperson will co-chair the Council with the Dean of Online Programs. The Chairperson will have the right to the floor and voting rights.
- The Dean of Online Programs will have the right to the floor and will vote in ties.
- Program directors, one for each online graduate program. Each director will have the right to the floor and serve as a voting member.¹

- One faculty representative from each online graduate program. Each representative will have the right to the floor and serve as a voting member.²
- One graduate student. This student will be a non-voting member of the Council and will be called upon by the Council to provide input.
- The Online Registrar. The Registrar will be a non-voting member of the Council and will be called upon by the Council to provide input.
- Administrative Assistant for the Dean of Online Programs. The Administrative Assistant is a non-voting member that serves to coordinate virtual meetings and as the Council recorder.

Note on membership: A Graduate Council Chairperson is elected from the voting members each year and serves as the co-chair. The chairperson may be re-elected. Faculty representatives will serve three-year terms and may be re-elected.

¹ All online graduate program directors are online graduate faculty who also serve in a limited capacity as program director.

²The majority of online graduate faculty are part-time and widely dispersed. Due to the lack of familiarity with colleagues, faculty that serve on this Council are appointed rather than elected. The VPAA will work in consultation with the graduate program directors and faculty to identify faculty representatives.

2.5.1.1.2 Responsibilities

- Examining and approving new and revised online graduate degree programs, online concentrations, and online certificates to ensure alignment with Waldorf University’s mission, values and policies.
- Approving new online graduate courses, substantive modifications to existing online courses, and deleting online courses for graduate credit
- Acting upon any other issues affecting graduate programs.

2.5.1.2 Assessment Committee

2.5.1.2.1 Membership

- Director of Institutional Effectiveness (Ex-Officio Co-Chair, non-voting except in the case of a tie)
- Faculty Co-Chair (elected from divisional representatives, 1 year term)
- Humanities Area - 2 faculty members –3 year staggered terms (voting)
 - a. Division of Humane Letters
 - b. Division of Fine Arts

- Professional Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Business/Communication
 - b. Division of Education
- Science Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Natural Sciences
 - b. Division of Social Sciences
- At-Large Residential Representative – 1 year term (voting)
- At-Large Online Undergraduate Representative – 1 year term (voting)
- At-Large Online Graduate Representative – 1 year term (voting)
- Registrar (non-voting)

2.5.1.2.2 Responsibilities

- Receives and reviews assessment plans and reports for all undergraduate and graduate academic programs.
- Receives and reviews assessment plans and reports for non-academic programs that contribute to institutional improvement.
- Works with faculty and staff to monitor and evaluate assessment plans.
- Makes recommendations for revisions which will result in institutional improvement.
- Academic recommendations from the Assessment Committee will go to the Faculty Senate and/or the Graduate Council.
- Recommendations approved by the Faculty Senate and/or the Graduate Council are forwarded to the faculty for consideration and approval.
- Monitors and evaluates assessment plans over time.
- The administrative responsibility for academic issues will be addressed by the Vice President for Academic Affairs.

2.5.1.3 Admission and Academic Progress Committee

This committee has responsibility for admissions and academic progress decisions and the hearing of appeals. The work of the committee is overseen by the Dean of Online Programs.

2.5.1.3.1 Membership

- Online Registrar or Designee—Chair (voting)
- Associate Dean of Online Programs (voting)
- Student Services staff member (voting)
- Graduate Program academic advisor (voting)
- Graduate Faculty – 2 members – 3-year staggered terms (voting)

2.5.1.3.2 Responsibilities

- Reviews applications of students who do not automatically meet Waldorf’s graduate student admission policy minimums for undergraduate GPA and TOEFL (or equivalent) test scores.
- Hears appeals on dismissals or on judgments about academic dishonesty made by the Dean of Online Programs, or designee.
- Reviews admission policy and guidelines and makes recommendations to the Dean of Online Programs and faculty regarding admission policy, which will be submitted through the Decision Process for approval.
- Reviews and makes recommendations on academic progress of all currently enrolled low-performing students. Normal progress standards can be found in the Academic Policies section of the Waldorf University Catalog.

2.5.2 Administrative Standing Committees

The Administrative Standing Committees are made up of administration, faculty, staff, and sometimes student members. The committees deal with institutional, academic and student issues.

2.5.2.1 President’s Council

2.5.2.1.1 Membership

- President of the University – Chair
- Vice President for Academic Affairs/Provost
- Vice President for Business Affairs
- Vice President for Online Operations
- Associate Vice President for Online Operations
- Dean of Students
- Dean of Online Programs
- Faculty Chair
- Director of Marketing
- Director of Online Learning and Instructional Design
- Director of Residential Admissions
- Athletic Director
- Assistant to the President (recording secretary, non-voting)

2.5.2.1.2 Responsibilities

- Advise the President.
- Implement budgets approved by the Board of Trustees.
- Implement strategic plans approved by the Strategic Planning Task Force and the Board of Trustees.

- Present proposed action items to the Strategic Planning Task Force and other institutional committees.
- Insure that the major functional areas of the University are reinforcing and supplementing one another, and not operating at cross purposes.
- Improve campus-wide communication between all levels.
- Serve as a liaison for the Board of Trustees.

2.5.2.1.3 Organization

- Normally meets weekly.
- Assistant to the President serves as recording secretary to the council.
- Other members of the campus community may be invited for discussion and information on specific topics.

2.5.2.2 Strategic Planning Committee

2.5.2.2.1 Membership

- President—chair
- VPAA
- Vice President for Business Affairs
- Vice President for Online Operations
- Associate Vice President for Online Operations
- Dean of Students
- Dean of Online Programs
- Director of Residential Admissions
- Director of Marketing
- Undergraduate Faculty member—at large—3-year staggered term
- Graduate Faculty member—at large—3-year staggered term
- Faculty Senate member
- Graduate Council Chair
- Staff Representative—3-year term elected by the staff

2.5.2.2.1 Responsibilities

- Develop strategic and long-range plans for the University for review by the President, Board of Trustees and/or Faculty.
- Directs the development of institutional research necessary for planning.
- Annually considers threats and opportunities.
- Develops strategic initiatives for consideration which will advance the University in achievement of its mission.

2.5.2.2.3 Organization

- The President of the University serves as Chair.
- Assistant to the President serves as secretary.
- A quorum consists of six members, at least two of whom are faculty.

- The committee meets upon the call of the President, usually once a month.

2.5.3 Advisory Groups

The following groups have faculty, staff and student members as well as members of the community appointed to them and meet on an as-needed basis. The individual in charge of the group may request additional graduate faculty member representation. The Graduate Council will approve these requests to ensure that faculty resources are not overcommitted.

2.5.3.1 Institutional Research Board

2.5.3.1.1 Membership

- Vice President for Academic Affairs, Chair
- Faculty member
- Faculty member
- Member at-large—faculty or administrator

2.5.3.1.2 Responsibilities

- Review research proposals and instruments developed by members of the Waldorf community to control for quality and appropriateness of the research.
- Ensure that the federal government’s requirement to protect human subjects is satisfied. (See 3.9.10)

2.5.3.1.3 Organization

- The faculty members shall be appointed by the Vice President for Academic Affairs.
- The member at-large shall be appointed by the Vice President for Academic Affairs.
- The board meets as needed.
- The board shall seek additional expertise where necessary to evaluate a particular project.

2.5.3.1.4 Procedures

- All faculty, students, staff, and administrators should submit their research of human subjects to the Institutional Research Board for review.
- Faculty members who have students in their classes or are supervising independent study projects involving research with human subjects are responsible for seeing that these student projects are approved by this board.

- All research proposals seeking external funding must be approved by this board prior to formal submission.

2.5.3.2 VPAA Dean’s Council

2.5.3.2.1 Membership

- Vice President for Academic Affairs, Chair
- Dean of Online Learning
- Assistant Dean of Online Learning
- Director of Institutional Effectiveness
- Director of Online Student Services
- Director of Online Admissions
- Registrar (Residential)
- Registrar (Online)
- Undergraduate Residential Faculty member (2-4)
- Undergraduate Online Faculty member (2-4)
- Graduate Faculty member (2-4)
- Academic Affairs Administrative Assistant, recording secretary

2.5.3.2.2 Responsibilities

- Serves to advise the Vice President for Academic Affairs, Dean of the University.
- Considers and makes recommendations to the VPAA on academic operations-type matters, academic and student affairs policies for online programs, provide advice and counsel to the VPAA on other matters as requested, reducing the need for special task forces.
- Issues under review will be considered and resolved, and/or forwarded for the consideration of other Waldorf University governing bodies or individual members of the academic community.

2.5.3.2.3 Organization

- The Dean’s Council members are appointed staff and faculty.
- Issues receiving attention may focus on matters undergraduate, graduate, online and/or residential.
- The Council meets as often as needed.
- Administrative Assistant for Academic Affairs records minutes.
- Beyond a core group, the specific faculty and staff requested at a given meeting may vary depending on the specific area(s) of expertise needing attention.

2.5.3.3 Additional Advisory Boards, Committees and Task Forces

There are a number of additional boards, committees and task forces that are formed and disbanded, with responsibilities for advising different groups or departments on campus. Some are mandated by outside accreditors or licensing agencies, while others are internal to Waldorf University. A full list of any currently meeting for those purposes will be maintained on the university website. Information about any with faculty membership will also be posted to the Academic Affairs page on the website.

2.6 Strategic Planning System

There are three primary institutional-wide planning and assessment committees, President's Council, Campus Planning and Strategic Planning. Other committees initiate, discuss, and develop strategic initiatives and plans, but their focus is limited to functional areas within the University. Furthermore, when it is perceived that their proposals and plans will involve expenditure of funds or affect other areas of the University, those proposals and plans must be reviewed and discussed by the President's Council. President's Council, the Strategic Planning Committee and the Campus Planning Committee routinely solicit and encourage ideas and concerns from individuals and groups throughout the faculty and staff, including other committees.

When developing strategic initiatives, committees review previous years in depth (including the planning process, strategic initiatives and results); examine institutional data and discuss possible implications of past planning assumptions; review and modify those plans as appropriate; and formulate new strategic plans.

President's Council meets weekly and devotes much of its attention to non-strategic matters and to implementation. Campus Planning meets at least once a semester and is responsible for monitoring and assessing campus-specific components. The Strategic Planning Task Force meets as needed. Both groups are advisory to the President.

Each administrative area is charged with collecting planning data for these committees on an on-going basis. In addition, as certain needs for data arise, special studies and/or task forces are sometimes assigned for a particular administrative unit.

2.7 Graduate Faculty Handbook Amendment Policy

The Graduate Faculty Handbook may be amended to reflect responses to changing circumstances. Sections 1.0 through 2.4 may only be amended by the Board of Trustees. Changes in all other sections may be initiated by any member of the graduate faculty, the Dean of Online Programs or the Provost, the University President, or Board of Trustees.

Any amendment proposed shall follow the Decision Track process and be presented to the Graduate Council, who may recommend approval of the proposed change, modify the proposed change, or not support the proposed change.

Those changes for which the Graduate Council recommends approval shall be presented to the graduate faculty for feedback and consideration. The recommendation will be forwarded to the VPAA, President and the Board of Trustees who may approve, modify or reject the proposed amendment. If the Board elects to modify the Amendment, the amendment shall be returned to the Graduate Council for reconsideration.

2.8 Distribution and Maintenance of the Graduate Faculty Handbook

The Graduate Faculty Handbook is an important part of the legal and professional relationship between the University and the faculty. In an effort to assure proper maintenance of the handbook and ensure transparency and communication, the following process for correcting, updating and distributing the text will be followed.

Addendum/ Errata:

In the event of changes to the handbook during an academic year to correct errors or to supplement the Handbook, working through the Graduate Council, the Graduate Faculty and Board of Trustees actions, the following will take place:

- Digital copy will be posted to the Faculty Resources area in the course management system, distributed to faculty by email or by other appropriate means.
- The Library will be provided digital and paper copies including the changes.

Annual Update:

After the final Board of Trustees meeting each academic year, the Academic Affairs Office will work with staff to verify whether all the approved changes to the Faculty Handbook have been included in the latest revision. Before the document is finalized the Dean of Online Programs, the VPAA, and the Graduate Council will review the changes.

Distribution:

- A PDF file or portfolio will be prepared of the current enforceable handbook. In order to maintain version control and verify that the PDF file has not been modified after it is published, an MD5 sum will be generated and posted to the institutional website along with the PDF version of the handbook.
- The PDF file and the MD5 sum file will be made available by any reasonable electronic means, such as the university's course management system and the institutional website; at least one of these methods of publishing will include the MD5 sum file.
- Digital and paper copies will be provided to the library for archiving and reference.

3 Graduate Faculty Policies, Procedures and Guidelines

3.1 Waldorf University Graduate Faculty Governance

The graduate faculty governance system for the University is designed to promote shared governance, mutual respect and accountability. It is based on a strong commitment to this shared governance and is intended to efficiently and effectively allow the graduate faculty of Waldorf University to fulfill the mission of the university. While policies and procedures are essential for the academic community, it is equally important to understand the spirit in which they are carried out. Waldorf University is more than a place of employment. It is a place of vocation, where each member of the community lives out their call to serve.

3.1.1 Categories of Faculty

All graduate faculty should have completed a doctorate/terminal degree in the teaching discipline or a doctorate in a related discipline with at least 18 semester hours in the teaching discipline.

All graduate faculty are invited to graduate faculty meetings.

3.1.2 Graduate Faculty Officers

- The Dean of Online Programs serves as Faculty Convener and Parliamentarian and co-chairs the Graduate Council with the Council Chairperson.
- The Graduate Council Chairperson serves as coordinator/convener of Graduate Faculty Meetings.

3.1.2.1 Graduate Council Chairperson

The Graduate Council Chairperson will be the voice of the Council and will co-chair this body with the Dean of Online Programs. The Council Chairperson will be elected each year by a majority vote of the voting members of the Council. She/he may serve consecutive terms.

Responsibilities

- Co-chairs the Council with the VPAA.
- Prepares a report on Council activities for Graduate Faculty Meetings.
- Represents all graduate faculty and communicates suggestions and concerns expressed by the graduate faculty to the Graduate Council.
- Serves as a member of the Strategic Planning Committee.

3.1.3 Graduate Council

3.1.3.1 Purpose

The Graduate Council is the main deliberative, legislative, and investigative body of the graduate faculty in the policymaking matters that have been placed within its jurisdiction and oversight. It is also identified as the Graduate Council in

university documents. It will also act as an advisory body to the Dean of Online Programs and the VPAA for academic policymaking.

3.1.3.2 Membership and Voting Rights

- The Chairperson will co-chair the Council with the Dean of Online Programs. The Chairperson will have the right to the floor and voting rights.
- The Dean of Online Programs will have the right to the floor and will vote in ties.
- Graduate program directors, one for each online graduate program. Each director will have the right to the floor and serve as a voting member.¹
- One faculty representative from each online graduate program. Each representative will have the right to the floor and serve as a voting member.²
- The Online Registrar. The Registrar will be a non-voting member of the Council and will be called upon by the Council to provide input.
- Administrative Assistant for the Dean of Online Programs. The Administrative Assistant is a non-voting member that serves to coordinate virtual meetings and as the Council recorder.

Note on membership: A Graduate Council Chairperson is elected from the voting members each year and serves as the co-chair. The chairperson may be re-elected. Faculty representatives will serve three-year terms and may be re-elected.

¹ All online graduate program directors are online graduate faculty who also serve in a limited capacity as program director.

²The majority of online graduate faculty are part-time and widely dispersed. Due to the lack of familiarity with colleagues, faculty that serve on this Council are appointed rather than elected. The VPAA will work in consultation with the graduate program directors and faculty to identify faculty representatives.

3.1.3.3 Meetings

- Four (4) voting members shall constitute a quorum.
- Graduate Council meetings will be held quarterly with additional called meetings as necessary.
- The agenda shall be set in cooperation between the Graduate Council Chairperson and the Dean of Online Programs.

- All Graduate Council members shall receive electronic copies of the agenda and appropriate documents at least three (3) business days prior to the meeting.
- Meetings will be scheduled to accommodate the various time zones for participants.
- Minutes shall be taken and maintained by Executive Assistant VPOO and Dean of Online Programs or designated staff member.
- Council records will be posted and archived in the Blackboard course utilized by this Council.
- Meetings shall be limited to no longer than one (1) hour unless approved by a majority of members in attendance.

3.1.3.4 Resolutions

The Graduate Council will record all passed motions as Council Resolutions. Resolutions will be communicated as an information item to all Graduate Faculty via e-mail or other electronic method.

For tracking purposes and accountability, the exact language of each resolution will be recorded and numbered, starting with “Resolution Number 101”. The Resolution will then move through the governance system and be referred to under that tracking number. The Office of the Dean of Online Programs will keep record of all Resolutions passed by the Graduate Council and will record subsequent actions taken on them. This record will be made available to the members of the graduate faculty. Resolution numbers may be re-circulated when a number such as “Resolution Number 999” is reached.

3.1.3.5 Graduate Program Council Functions

Legislative. Motions passed by the Graduate Council will be recorded as Resolutions. These will be reported to the graduate faculty electronically within 5 business days of the approval by the Graduate Council.

Informative. The Graduate Council will act as a clearing house for larger campus reports of the graduate faculty or task force and committee activities on which graduate representatives serve. Those reports shall be communicated to the graduate faculty electronically.

Advisory. The Graduate Council may be used as an informal advisory group by the University President, VPAA or Dean of Online Programs.

Investigative. The Graduate Council may perform research and investigative functions. They may conduct background research for decision-making and changes in policy. In addition, a graduate faculty member may request that the Graduate Council investigate an issue or concern. If the Graduate Council approves this request, the Graduate Council Chairperson may meet with or send a letter of inquiry to the parties involved in the issue or concern. The Graduate Council Chairperson will report the response to the Graduate Council. If there is

further concern, the Graduate Council may send a letter of concern to the VPAA or President, which will be a request to have a meeting between the appropriate parties involved in the concern or confusion. The VPAA or President will be the final arbiter.

3.1.3.6 Graduate Council Responsibilities

The Graduate Council is the governance body responsible for policies, procedures and curriculum associated with graduate education at Waldorf University. The purview of the Graduate Council includes but is not limited to the following.

Curriculum

- Approves curricular changes such as new courses, programs and concentrations.
- Considers termination of courses and programs.
- Initiates research concerning the organization and content of the graduate curriculum to reflect the needs of a changing student body.
- Reviews and acts on recommendations from programs and graduate faculty regarding curricular changes.

Policies and Procedures

- Reviews and approves policies and procedures that impact graduate curriculum and faculty.

Faculty

- Led by the Graduate Council Chairperson, provides updates of Council activities to graduate faculty.

3.1.3.7 Changes in Organizational Structure

Proposals to change the organizational structure of the Graduate Council shall be made in writing and presented to the Graduate Council for investigation, discussion, and consideration. If approved, the proposal shall proceed through the decision process. Any adopted changes will be implemented at the beginning of the new online academic year, July 1.

3.1.4 Graduate Faculty Meetings

Graduate Faculty Meetings are open to all online graduate faculty. This meeting will serve as a venue for discussing topics that relate to all online graduate faculty at WU and for receiving information on policies and curriculum approved by the Graduate Council. The Graduate Faculty Meeting is led by the Graduate Council Chairperson. Meetings will be announced in advance and agenda items will be requested.

All Graduate Faculty Meetings are recorded in the minutes. The minutes are posted and archived in the Blackboard course utilized for this meeting.

Graduate Faculty Meetings will be held quarterly following the quarterly Graduate Council meeting.

3.2 Faculty Rights, Duties, and Responsibilities

3.2.1 Formulation of Curriculum and Academic Policy

The faculty shall determine the curriculum, requirements for the promotion and graduation of students, and conduct the academic program of the University. The faculty may at any time propose such rules and regulations, not in conflict with the Articles of Incorporation, Bylaws, or any other legally binding agreement of the University through the Graduate Council to the Board of Trustees, as may be deemed proper and necessary for the conduct of the academic program.

3.2.1.1 New Course Proposal Policy

For new course proposals to be considered by the Graduate Council, the majority of members in the program or concentration must have voted favorably for the proposal. In addition, if the course proposal will be a part of another degree program or concentration, the appropriate parties will have the opportunity to review the proposal in advance. These course offerings will be approved by a majority vote of the Graduate Council.

Proposals for new courses to the Graduate Council use the appropriate course/program request forms explaining the rationale, the research driving the request, cost implications, course description(s), prerequisites or other links to existing courses, and connection to the vision and mission of Waldorf University. These course offerings will be approved by a majority vote of the Graduate Council. Following approval by the Graduate Council the proposal shall be forwarded to the entire Graduate faculty for their review and information.

New course proposals to be considered by the Graduate Council shall be distributed to all faculty as part of the Council agenda by e-mail three days before the scheduled meeting. Faculty who have concerns about a particular course proposal may register them with a member of the Council prior to the meeting. If any faculty disagrees with the decision of the Council, the decision can be appealed to a full faculty meeting.

Experimental courses (“X” courses) are intended to provide the opportunity to try a new course without approving it for inclusion in the catalog. “X” course proposals require departmental approval and then must be forwarded to the Graduate Council for approval. Courses that are approved as “X” course offerings

may be offered for one academic year. To offer this course after that year, the process for the course approval shown above would need to be followed.

The Graduate Council will review all new course proposals to assure compliance with the Policy for Assignment of Credit Hours (section 3.2.1.4).

3.2.1.2 New Master's Degree Programs

Proposals for new master's degree programs to the University curriculum must be approved by a majority vote of the Graduate Council. Following approval by the Graduate Council the proposal shall be forwarded to the entire Graduate faculty for their review and information. Proposals for new programs may be submitted by a department to the Dean of Online Programs who will place the proposal on the agenda for the Graduate Council after review by the President's Council and Budget Committee. After the proposal is approved by the Council and faculty are notified, it will be presented to the Board of Trustees for approval.

Until Waldorf University is approved as a graduate level institution by the Higher Learning Commission and the United States Department of Education, each new master's degree program must also be submitted to the Higher Learning Commission (HLC) via a Substantive Change Application process, adhering to the policies and timelines required by that organization.

3.2.1.3 New Concentrations and Certificate Programs

New concentrations and certificate programs that require new courses or additional university resources must be approved using the process for New Degree programs outlined under 3.2.1.2 above, except that concentrations certificate programs do not need approval by the Board of Trustees or the HLC.

New concentrations and certificate programs that use existing courses and do not require additional resources must first have the approval of the program and any other programs affected by the proposal. These concentrations and certificate programs will be approved by a majority vote of the Graduate Council. Following approval by the Graduate Council the proposal shall be forwarded to the entire Graduate faculty for their review and information and presented to the Board of Trustees as an information item.

3.2.1.4 Policy for Assignment of Credit Hours

Graduate course credit is assigned by direct reference to the course learning outcomes and a clock-hours estimate. The Graduate Council will verify that the number and graduate academic appropriateness of learning objectives as well as the nature of coursework and assignments warrant three (3) graduate credits of work.

3.2.2 Establishment of Maximum Class Size

The standard maximum enrollment shall not exceed 15 students in any graduate-level course, unless the Dean of Online Programs approves of a larger enrollment. If enrollment in a course in any one term is above this number, the Dean of Online Programs shall consult with the faculty member about accepting additional students or open another section of the course. Each individual graduate faculty member may opt to allow additional students to enroll in a course at their discretion.

3.2.3 Faculty Handbook

Changes to the Graduate Faculty Handbook require Graduate Council approval, Graduate Faculty feedback, and Board of Trustee approval. However, changes to section 3.1 Faculty Governance System may be changed and approved by the Graduate Council and faculty without Board of Trustees' approval unless considered and rejected by the Board of Trustees.

3.2.4 Academic Freedom

Graduate faculty members at Waldorf University are entitled to freedom in scholarly inquiry and research and in the publication of the results. Although they have freedom in the classroom to discuss matters in their respective subject fields, they are expected to use reasonable caution in dealing with controversial matters which have little relation to their subject. Faculty should present the subject matter of their courses as announced to their students and as approved by the faculty in their collective responsibility for the curriculum. Faculty should also respect the Lutheran and Christian character of the university in their teaching.

University faculty members are citizens, members of a learned profession, and representatives of an educational institution. When they speak or write as citizens, they are free from institutional censorship or discipline, but they must recognize that their position in the community imposes distinct obligations. As persons of learning and as educational leaders, they should remember that the public may judge their profession and their institution by their statements. Hence, faculty members should endeavor at all times to be accurate, exercise appropriate restraint, show respect for the opinions of others, and make reasonable effort to indicate they are not spokespersons for their institution.

3.2.5 Procedure for Faculty Action

With the exception of the addition of new courses (see 3.2.1.1), graduate faculty items may be brought to the Graduate Council through the faculty member's representative elected for their area or the Graduate Council Chairperson.

3.2.6 Other Rights

All faculty members (as is true of all members of the Waldorf Community) have a right to expect that they will be treated with honor, respect, fairness and equity, and enhancement of human dignity as befits members of a learned community. They are

entitled to an academic environment free from obscene and/or sexist language and from harassment of all kinds. All faculty members should be accorded an atmosphere of friendliness and cordiality, mutual trust and respect, openness and honesty, loyalty and support, punctuality and dependability, appreciation for individual differences and other points of view.

Graduate faculty members shall utilize the “Ask the Professor,” course e-mail, video conferencing, and/or the “Announcement” section of their course Blackboard page as ways to interact on a regular basis with students enrolled in their course.

3.2.7 General Duties and Responsibilities of Faculty

3.2.7.1 Online Course Setup

Online graduate faculty are required to set up their courses prior to the beginning of each term

3.2.7.2 Keeping the Academic Affairs Office Informed

All faculty members should help keep their faculty records up-to-date. They should inform the Associate Dean of Online Programs and the Dean of Online Programs of their professional achievements and of changes in their levels of expertise.

3.2.7.3 Serving as a Model

Every faculty member is expected to serve as a model of Christian values, showing respect for the potential and worth for all persons. In their actions, bearing, character, concerns, integrity, interactions, living scholarship, standards, thinking, and values, all faculty members are expected to be a positive model.

3.2.7.4 Harassment Policy and Procedures

The Harassment Policy and other policies related to Title IX protections and processes are provided in the *Employee Handbook*.

3.2.7.5 Drug-Free Workplace Policy

See *Employee Handbook*

3.2.7.6 Copyright Policy

For information on copyright, please contact the Luise V. Hanson Library, which maintains and publishes Waldorf University’s policy on the use of copyrighted materials. A PDF of the current policy will be available via the Library and Academic Affairs webpages on the Waldorf University website.

3.2.8 Scholarship and Creative Activity

Scholarship Required by Graduate Faculty: Scholarship may originate in any one of the four ways described in the special report *Scholarship Reconsidered: Priorities of the Professoriate* (Boyer, E., 1990, The Carnegie Foundation. Princeton, New Jersey) and summarized below:

1. **Scholarship of Discovery:** This is "traditional" scholarship through which new knowledge is generated by conducting original research or creating other types of original works.
2. **Scholarship of Integration:** This involves the critical evaluation, synthesis, analysis, or interpretation of the research or creative work produced by others; it is often interdisciplinary or multidisciplinary in nature and includes the varieties of artistic interpretation and performance.
3. **Scholarship of Application:** This involves applying disciplinary expertise to the exploration and/or solution of institutional, community or social processes or problems; it involves activities that are tied directly to one's special field of knowledge and it demands the same level of rigor and accountability as is traditionally associated with research activities.
4. **Scholarship of Teaching:** This involves the use of one's expertise as a teacher to develop, transform, and extend teaching activities and other aspects of pedagogy in new and more effective ways; it includes research and other creative work which focuses on the improvement of teaching and learning.

3.2.9 Professional Development

To support graduate faculty in teaching, scholarship, and creative activity, the University provides professional development opportunities such as faculty workshops and conference travel reimbursement. Each year graduate faculty are encouraged to attend a local, state, regional, and/or national conference which relates to their discipline or to pedagogy. Any faculty travel funds provided by the University must be approved before the expense is incurred.

3.2.10 Policy on Awarding of Honorary Doctorates at Waldorf University

Waldorf University awards the honorary doctorate to distinguished persons deemed to be deserving of such high recognition by the University. Any member of the Faculty, Administration, or Board of Trustees may nominate candidates for an honorary degree.

Nominations for honorary degrees will be administered by the Academic Dean, who will assist those making nominations in compiling appropriate information in support of the nomination and include rationale to support the nomination in terms of Waldorf's Mission. All nominations will be considered first by the Faculty Senate, who will recommend candidates to the faculty. The faculty will act on those nominees

recommended by the Faculty Senate at the October faculty meeting. Nominations receiving a majority vote of the faculty are recommended to the Board of Trustees. Honorary degrees may be awarded only with the approval of a majority vote of the faculty and the Board of Trustees.

Criteria for selection include the following:

1. Outstanding achievement in the arts, science, commerce, government, industry, the non-profit sector, the Church, or the academy;
2. A life noteworthy for its orientation to service, either through the character of career achievements or voluntary efforts of benefit to the broader community;
3. Support for the mission of Waldorf University

The following guidelines shall govern the awarding of honorary degrees:

1. Honorary degrees may be awarded at Opening Convocation or at Commencement, with exceptions to be determined by the Board of Trustees.
2. Current members of the faculty, Administration, or Board of Trustees are not normally eligible for an honorary degree; however, exceptions may be made by a two-thirds vote of the faculty and Board of Trustees.
3. Normally, no more than one honorary degree may be awarded in any one academic year, with exceptions to this guideline to be determined by the action of the faculty and Board of Trustees.
4. The Honoree must be present in order for the degree to be awarded, except, perhaps, in cases of personal emergency.
5. A member of the faculty will prepare and present the citation, and the Chair of the Board or his/her designate and the President will present the degree.

3.3 Faculty Evaluation

The General Policy and Philosophy on University Personnel Evaluation can be found in the Employee Handbook.

Student satisfaction course surveys will provide information about student perceptions of the faculty member's classroom effectiveness. Student surveys will be distributed electronically by the Academic Affairs Office. Other means of student feedback and the evaluation of course setup to ensure that students do not enter courses that have not been adequately prepared will be utilized.

3.4 Ownership of Scholarly Products

It is the policy of Waldorf University not to interfere with long-standing and traditional rights of the faculty and staff to write, create, produce or otherwise generate works or products which have copyright, are patentable, or of commercial value, on their own initiative. Any such materials written, created, produced or otherwise generated by a member of the faculty or staff shall remain the exclusive property of the faculty or staff

member, and that person shall have the sole right of ownership and disposition, unless the materials are written, created, produced or otherwise generated "for hire."

The rights to the online course shall be shared between Waldorf University and the course writer. Waldorf University retains the right to offer the online course whenever it deems necessary without the need for approval from the course writer. The course writer retains the right to use the course materials, which include but are not limited to notes, slides, readings, exercises, assignments, test questions, for other purposes, including but not limited to residential classroom teaching, online teaching, and professional publications and presentations at Waldorf University or another institution without the need for approval from Waldorf University.

Materials written, created, produced or otherwise generated "for hire" are defined as inventions, creations, manuscripts, software, or other works or things of commercial value which are written, created, produced or otherwise generated by persons, including but not limited to faculty and staff members, who are engaged by the university specifically to write, create, produce or otherwise generate such materials or to conduct the research or other activity which produced anything included in the material(s); are released from other university responsibilities in order to write, create, produce or otherwise generate the materials; or engage a substantial use of university resources in the writing, creation, production, or generation of the materials. Any copyrighted, patented or otherwise commercially valuable materials written, created, produced or otherwise generated "for hire" shall belong completely and exclusively to the University subject to this policy.

Copyrighted materials include but are not limited to books, pamphlets, brochures or other printed materials; films; video or audio tapes; computer programs or computer-based instructional materials; musical compositions; and any and all copyrighted materials covered by the copyright laws of the United States or any foreign government, as amended. Patented works include but are not limited to inventions, creations and any and all things patentable under the patent laws of the United States or any foreign government as amended. Materials of commercial value are any materials which the University in its sole discretion, determines to have commercial value.

Materials written, created, produced or otherwise generated pursuant to or under the sponsorship of an outside agency or governmental grant shall be subject to the copyright, patent and exploitation terms and conditions of said grant, contract or agreement. If no such terms and conditions are stated, then the materials produced by the faculty or staff member shall be subject to the terms of this policy.

3.5 Sale of Employee-Created Materials to University Students

Faculty and staff members sometimes create materials in which they hold commercial interests and which might be used in courses or programs which the faculty or staff member is teaching or administering for the University. It is the policy of the University that faculty or staff members may require students to purchase materials in which the

faculty or staff member holds a commercial interest for courses taught or programs administered by that faculty or staff member. In this situation, however, the faculty or staff member shall assign all income rights for all the materials sold to the University. Any income thus received shall be credited to the budget of the department which produced the materials.

3.6 Fundraising Policy

While the University encourages employee fundraising on its behalf, proper coordination and approval are necessary to avoid conflicts and confusion. Therefore, all fundraising activities conducted on behalf or in the name of the University by any employee shall be subject to the coordination of the Development Office. Grants or gifts may not be accepted on behalf of the University unless approved by the President.

3.7 Use of the University Name and Seal

The University's name and seal are the exclusive property of the University and, consequently, may not be used in connection with goods or services offered or bank accounts held by any outside organization or individual without the prior permission of the President. Faculty members publish a considerable number of reports in the forms of bulletins, circulars, scientific articles, monographs, and books, some of which are copyrighted and others of which are not. Material from such recognized publications is, of course, quotable, and proper recognition should be given to both the individual author and to the University in connection with the quotations.

University stationery may not be used in connection with "outside activities" except with respect to those academic and scholarly activities described.

3.8 Promoting and Fundraising for Outside Groups

In order to minimize personal inconvenience and interference with orderly University operations, no employee shall sell, solicit, or promote subscriptions, pledges, memberships or other types of support for any drives, campaigns, causes, or organizations on institutional property during working time unless prior University approval is received from the President, Vice President for Academic Affairs, or Dean of Students. Distribution or circulation of leaflets, pamphlets, circulars, cards or other literature is not permitted during working time or in work areas, unless specifically authorized by the University President or his/her designated representative.

3.9 Protection of Human Subjects in Research

Waldorf University accepts its responsibility to safeguard the rights and welfare of human subjects involved in all research projects conducted at this institution either: a) under the direction of any employee or agent of this institution in connection with her or his institutional responsibilities, or b) research conducted at the University by an outside agent. It is recognized that the establishment and maintenance of acceptable ethical practice remains the primary responsibility of the individual investigator who is

responsible for collaborators, assistants, employees, and students, all of whom incur parallel obligations.

Faculty members proposing to conduct research, or have students conduct research (e.g., through an independent study project) that will involve human subjects shall have their proposal approved by the Institutional Research Board (see section 2.5.3.1).

3.10 University Property

University equipment is purchased and maintained for the sole use and education of our students.

3.11 Separation

At times, it may be necessary for Waldorf University and individual faculty members to sever their professional relationships. In order to protect the interests of both parties, the university has adopted the policies described below relative to separation.

3.11.1 Resignation

Resignation is an action through which faculty members choose to sever their professional relationship with the university.

3.11.2 Termination or Layoff

Termination or layoff is an action of separation through which the University terminates the service of a faculty member.

Termination or layoff may occur as a result of the formal redirection, reduction, or discontinuation of a position, program, or department of instruction. Decisions to redirect, reduce, or discontinue a position, an academic department, or program are integral to the long range planning processes of the University.

Recommendations to redirect, reduce, or discontinue a position, department, or program may be made based on one or more of the following considerations:

- Over a period of several years, a program has lost students to the point that faculty are underutilized, i.e., are bearing student loads under what the program can reasonably handle based on past enrollments
- A program is not effectively producing marketable graduates
- The financial health of the University will be improved by the redirection, reduction, or discontinuation of the position, department, or program.

3.12 Dismissal for Cause

Dismissal for cause is a severance action by which the University ends its professional relationship with a faculty member for cause. Dismissal proceedings may be instituted for one or more of the following reasons:

1. Serious and demonstrable professional incompetence, including, but not limited to, consistent and prolonged distribution of misinformation to students; failure to incorporate into courses important new theories, findings, or procedures in the field of inquiry; failure to communicate course materials effectively to student populations; failure to assess student learning fairly and effectively.
2. Serious and demonstrable neglect of academic duties, including, but not limited to, consistent and prolonged failure to meet classes, failure to make oneself accessible to students, failure to grade and return student assignments, failure to prepare and report student grades, failure to meet course objectives as stated in the catalog or in the course syllabi, failure to follow the policies and procedures of the University, failure to meet contractual obligations outlined in this Handbook.
3. Falsification of credentials or experience.
4. Fraudulent or unethical behavior associated with teaching or scholarly pursuit, i.e., plagiarism, falsification or misrepresentation of experimental evidence, misuse or abuse of experimental subjects.
5. Misappropriation or misuse of University resources, including financial resources, physical resources, and/or human resources.
6. Physical contact of a sexual nature with a student who is not the faculty member's spouse.
7. Exploitation of students, staff, other faculty members, or their families for personal benefit or gain.
8. Verbal or physical abuse directed toward students, staff, other faculty members, or their families.
9. Sexual or other harassment.
10. Illegal discrimination, i.e., discrimination based on race, sex, color, national origin, religion, age, disability, sexual orientation or any other protected category.
11. Private conduct which compromises the fulfillment of professional duties and/or demonstrably and seriously harms the reputation of the University and/or the profession.
12. Conviction of a felony or any other crime which compromises the fulfillment of professional duties and/or demonstrably and seriously harms the reputation of the University or the profession.
13. Violation of University policies relative to campus safety and/or substance abuse.
14. Any other unprofessional behavior.
15. Any other legal cause.

Dismissal proceedings for online graduate faculty may be initiated by the Dean of Online Programs or designee, VPAA, or the President. In either case, the faculty member shall be

notified in writing that dismissal procedures have been initiated and shall be given justification for dismissal based on reasons outlined above. The faculty member will have one or more meetings with the Dean of Online Programs or designee, VPAA, and/or the President to discuss the grounds for dismissal and to allow the faculty member opportunity to provide reasons why dismissal proceedings should not be instituted.

Following these discussions, the Dean of Online Programs or designee, VPAA, and/or President may (a) elect to drop the proceedings; (b) elect to impose less severe sanctions; or (c) elect to continue with dismissal. The Dean of Online Programs or designee, VPAA, and/or President will inform the faculty member of his or her decision.